

# FINANCIAL TIMES

Europe's Business Newspaper

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## Proposal to speed London equity trades settlement

A taskforce backed by the Bank of England is urging a slimmed-down electronic system to speed up the settlement of equity trades in the London stock market. Under the plan, which would replace the London Stock Exchange's failed Taurus project, the exchange would no longer be the main provider of settlement services in London. Page 14

International Business Machines has announced two moves designed to increase its lead in the personal computer market. Page 15

Grundig, Germany's leading home electronics group, returned a loss of DM296m (\$175m) last year compared with a loss of DM18.6m in the previous year. Page 15

Serbs pound Gorazde: Serb forces pounded the besieged Muslim enclave of Gorazde, proclaimed a United Nations "safe area", amid intense clashes in northern and eastern Bosnia. Page 3; "Active" UN role for Japan, Germany, Page 5

French candidate for EBRD: France is to propose Bank of France governor Jacques de Larosière as its candidate to head the European Bank for Reconstruction and Development. Page 2

Belgium warns on EC enlargement

Belgium's prime minister Jean-Luc Dehaene (left) opened that country's presidency of the European Community with a warning that the difficulty of enlargement negotiations had been underestimated. He saw Belgium's priorities as giving life to the Maastricht treaty and strengthening

EC institutions, particularly the European Commission. Page 14; Row brews over spoils in Community chest. Page 2

BPS industries: Profits at Europe's biggest plasterboard manufacturer jumped 52 per cent following the end of a price war in the UK, France and Germany. But final dividend was cut by a third. Page 15; Lex, Page 14

London security cordons: The City of London is to be ringed by police checkpoints from midnight tonight, in the first stage in a package of anti-terrorist measures planned for the city. Page 5

UK freezes Nigeria aid: UK foreign secretary Douglas Hurd said Britain was freezing new aid to Nigeria until a democratically elected civilian government was installed. Page 5

Common VCR standard: The world's leading consumer electronics makers announced plans to discuss a common standard for the next generation of videocassette recorders, digital VCRs, and VCRs for high definition television. Page 6

French sell-off restrictions: The French government will restrict investors outside the European Community to a maximum of 20 per cent of the shares of the companies sold in its forthcoming privatisation drive. Page 3

Taiwan seeks investors: Taiwan approved a draft economic programme and a package of measures to promote private investment in manufacturing and stem the flow of capital to China. Page 8

40 die in aircrash: An Indonesian domestic airliner crashed on to a beach in the easternmost province of Irian Jaya, killing 36 passengers and all four crew.

Aids is second biggest killer: Aids has moved ahead of heart disease and cancer to become second only to unintentional injuries such as car crashes as the leading killer of men aged 25 to 44 in the US.

FT-SE Actuaries: Today's FT-SE Actuaries Share Indices table includes for the first time total return figures, calculated at the close of each trading day for the whole series. Also shown is the new version of the FT-SE Mid 250 Index minus its 32 investment trust constituents. Details, Page 26; Indices table, Page 25.

Crickets: England were 276 for 6 at the end of the first day's play in the third test against Australia at Trent Bridge. Nottingham. Picture, Page 8

Tennis at Wimbledon: Defending champion Steffi Graf will meet Czech Jana Novotna in tomorrow's women's singles final in London after Novotna knocked out nine-times champion Martina Navratilova. Number one seed Graf beat Spaniard Conchita Martinez.

STOCK MARKET INDICES

FT-SE 100 2688.2 (-1.2) Yield 3.98

FT-SE Mid 250 1213.21 (-4.22) FT-SE All-Share 1428.93 (-0.26)

Nikkei 15,224.61 (+334.61) New York Stock Exchange 3517.19 (+1.11)

S&P Composite 450.01 (-0.52) Dow Jones Ind. Ave 3517.19 (+1.11)

STOCK MARKET INDICES

Federal Funds 3.4% 3-Mos. Bills Yld 3.63% Long Bond 10.55% Yield 8.67%

US LUNCHTIME RATES

3-Mos Interbank 5.52% (same) Libor 107.25 (Am 107.25)

NORTH SEA OIL (Argus)

Statoil 17.19 (7.54) Statoil 17.19 (7.54)

Gold

New York Comex (Aug) 338.52 (370.2) New York Comex (Aug) 338.52 (370.2)

London 330.25 (371.25) London 330.25 (371.25)

Bundesbank president hails government plans to reduce public spending

## Key interest rate cut to aid recovery in Germany

By Christopher Parkes in Leipzig and David Waller in Frankfurt

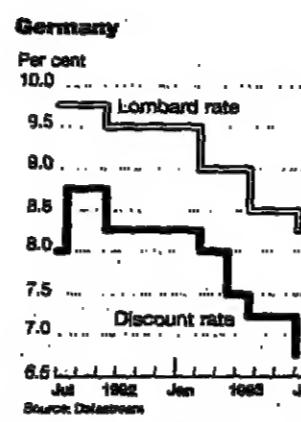
THE BUNDES BANK yesterday officially blessed the German government's latest budget cuts and offered the International economy a helping hand with a reduction of half a percentage point in its key discount rate.

The cut to 6.75 per cent in its official floor rate and a reduction of a quarter point in the Lombard rate to 8.25 per cent was welcomed by Mr Günter Rexrodt, German economics minister, who said it would help the government implement public spending cuts agreed by the ruling coalition earlier this week.

"The cut will give an impulse to the German economy and at the same time strengthen growth potential in other EMS countries", he said. "It secures confidence in the D-Mark, without which economic recovery would be impossible."

In Washington the White House called the cut a "positive" development.

Mr Rexrodt said the Bundesbank was treading the delicate path between support for the economy and "the preservation of credibility in the D-Mark". The D-Mark rose against the dollar and most European currencies



yesterday. After some sharp swings in European trading, it finished at DM1.699 against the dollar, ½ a pfennig stronger than the previous day.

Mr Ulrich Beckmann, senior economist at DB Research, the research arm of Deutsche Bank, said the cut could "only do good for the economy". He added: "We are sure to see further cuts in interest rates, probably in September."

Mr Helmut Schlesinger, the central bank president, said in Leipzig that the move - the first on internationally sensitive rates since April - meant no one could now accuse Germany of being a

high-rate country. The rate of growth in both inflation and money supply had slackened, he said. The D-Mark had stabilised after its recent weakness, and the government's new package of DM25bn (\$14.7bn) budget savings was a step in the right direction.

"It was especially important" that Bonn had made the main savings through cuts in spending, Mr Schlesinger added. The government's proposals were the only new or substantially changed factor in the criteria on which the bank formulates interest rate policy.

In recent weeks, the bank has publicly identified runaway gov-

ernment borrowing as the main force driving monetary growth, and therefore as the main current source of future inflation.

The spending cuts proposed, agreed by the coalition government at the weekend, were "certainly suitable in the light of the state of public finances". Mr Schlesinger said.

Within the ERM, the Bundesbank decision prompted rate cuts in Denmark, Ireland, Belgium and the Netherlands, while Austria and Switzerland, which link their currencies to the D-Mark, also cut rates. Spain was expected to cut rates today.

The announcement of a fixed

rate volume tender for next week's auction of securities repurchase agreements was taken by economists as a sign that the Bundesbank is earnest in wanting to steer down money market rates.

The 28 basis point cut in next week's repo rate to 7.30 per cent comes after a period of several months during which this core rate was expected to cut rates today.

Chastity rewarded, Page 2  
Editorial Comment, Page 13  
Cuts may not be enough, Page 13  
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World stock markets, Page 36

## Trade talks vital for recovery, says OECD

By Emma Tucker in Paris

FAILURE to reach agreement on trade liberalisation would threaten prospects for economic recovery in the industrialised world, the Organisation for Economic Co-operation and Development warned yesterday.

Mr Kunihiro Shigehara, head of the OECD's economic depart-

ment, said pressures on governments to increase protectionism represented the biggest "downside risk" to immediate prospects for global recovery and longer term economic performance.

Presenting the OECD's half-yearly economic outlook, Mr Shigehara said successful completion of the Uruguay round of the General Agreement on Tariffs

and Trade would provide a boost to confidence at a time when the world's industrial economies were either in recession or experiencing only fitful recoveries.

Agreement would "not only encourage trade and activity, but boost confidence, as it would define the clear direction for policy in the trade area which at the moment is lacking", he said. The

latest shaving of German interest rates did not alter the OECD's view that recovery in continental Europe will be delayed until well into next year unless the German authorities significantly ease monetary conditions.

It believes growth in the 24 member states of the organisation will amount to only 1.2 per cent this year with high Euro-

pean interest rates and continued debt reduction hindering a more dynamic recovery.

Mr Shigehara said 1993 would be "the third successive year in which growth in the OECD area as a whole, at just over 1 per cent, will be unsatisfactory".

OECD reports, Page 4  
G7 summit 'crucial', Page 5

## China tries to placate farmers

By Lynne O'Donnell in Beijing

THE Chinese government has promised to cash farmers' IOUs worth millions of dollars to quell the anger of the country's 800m peasants, who feel they are being cheated of their share in China's growing prosperity.

The Bank of China has authorised post offices in areas where dissatisfaction has erupted into rioting and violence to draw on local branches to cash the IOUs, which are remittances sent from relatives working elsewhere.

Accounts will be settled directly with the central bank because the Industrial and Commercial Bank of China and the Agricultural Bank of China, the specialised banks that would normally meet this demand, are short of cash, the official China Daily reported yesterday.

The newspaper said peasants in some areas, unable to get their money, have attacked post offices, smashing windows and injuring postal workers. The announcement follows rioting last month in Sichuan, China's most populous province, in which furious farmers attacked government headquarters in protest against tax increases.

The China Daily said the problem of tight money supply was worst in the southern provinces of Sichuan, Hunan, Hubei and Jiangxi, among the country's main grain-growing areas, but also existed in central provinces, including Anhui and Guizhou, which are among China's poorest.

Official figures show that peasants' annual average per capita income is 770 yuan (\$135), less than half the average city income.

The remittances, known as "green IOUs" to distinguish them from "white IOUs" paid to farmers for their state quota of grain, are one of the few sources of cash for China's peasants, who are having to rely more and more on money from relatives in the comparatively affluent cities.

With the approach of summer planting, farmers need money to buy increasingly expensive equipment and fertilisers. Once they harvest, they face the prospect of again being paid white IOUs for compulsory state purchases.

Continued on Page 14

## World oil prices fall as US lifts ban on Iraqi exports

By Deborah Hargreaves in London

WORLD OIL PRICES tumbled yesterday after the US said it would allow Iraq to export some oil if Baghdad agreed conditions with the United Nations in talks next week. Traders fear that the arrival of Iraqi oil on world markets could cause prices to plunge.

World prices fell to six-month lows after Ms Madeline Albright, Washington's ambassador to the UN, said the US would raise no objections to any accord reached on oil sales between Iraq and the UN. Negotiations are due to begin next Wednesday.

The price of North Sea crude oil for August delivery dropped 50 cents in busy trading to \$17.20 per barrel. Prices had touched \$18 a barrel at the beginning of the week following the US air strike on Baghdad, which many traders believed signalled a harder US line towards Saddam Hussein's regime.

"The mood in the market is one of impending doom - the timing is terrible, markets are not at all well balanced", said Mr Peter Gignoux, head of the energy desk at commodity broker Smith Barney in London.

World markets are already awash with oil as members of the

Organization of Petroleum Exporting Countries continue to overproduce. Oil demand in the US and Europe remains depressed by the recession.

"You could see the market go down several dollars if Iraqi oil returns and it could get very nasty", said Mr James Fiedler, energy trader at ED&F Man in New York.

Iraq will be discussing a plan put forward by the UN Security Council two years ago for exporting \$1.6bn-worth of oil over six months in order to pay for humanitarian aid such as food and medicines.

Baftah has objected in the past to conditions attached to the sale, which included the monitoring of the oil shipments by UN officials.

If this plan were to go ahead, it would mean Iraq exporting around 500,000 barrels a day of oil, adding to Opec's current overproduction which is estimated to be about 700,000 b/d.

Large Opec producers such as Saudi Arabia are unlikely to cut their output in order to make room for Iraq in the market, although some members would push for an emergency Opec meeting.

The desired improvement in new orders failed to materialise in June, resulting in a decline in the manufacturing sector and a

outlook for US industry weakens as orders fall

By Michael Prowse in Washington

THE OUTLOOK for US manufacturing industry deteriorated significantly last month, according to figures published yesterday.

The Purchasing Managers' Index - a closely watched barometer of the health of manufacturing - fell from 51.1 per cent in May to 48.3 per cent last month, reflecting a sudden drop in new orders.

This was the lowest reading since December 1991 and sharply down from the 58 per cent reached in January, shortly after President Bill Clinton's election victory.

A reading below 50 per cent is generally interpreted as a sign that the manufacturing sector is contracting.

Separately, the Conference Board, a New York business analysis group, said its index of business confidence fell from 66 in the first quarter to 57 in the second quarter, the lowest level since late 1991.

The desired improvement in new orders failed to materialise in June, resulting in a decline in the manufacturing sector and a

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Commodities, Page 24

"Just remember, Thompson. All the other fellows' efforts count for nothing if the chap in the driving seat can't steer."

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## Euro car price list seen as Brussels victory

By John Griffiths

THE first mandatory pan-European new car price lists published yesterday at the order of the European Commission show variations between countries of up to 30 per cent. But most fall between the EC's own 12-18 per cent guidelines and the Commission itself refrained from the harsh criticism which parts of the European industry had been fearing.

Under the terms of an agreement made with the Commission last year, Europe's car makers and importers are required to publish price lists twice a year. This follows fierce complaints from consumer organisations in Brussels and in the UK claiming that price divergences are big enough and persistent enough to breach EC regulations.

The lists released yesterday take the form of an index related to the prices of 55 European and 17 Japanese top-selling models on May 1 this year, based on recommended retail prices, adjusted for equipment differences and converted to Ecus.

Among small cars, variations of up to 24 per cent were found - in the case of Fiat's Cinequento - between the most expensive market, France, and the cheapest, Spain.

In the large saloon category, Ford's new Mondeo 1.8LX saloon was found to be 23.5 per cent more expensive in Germany than in the cheapest markets, Italy and Ireland. At the executive car level BMW's biggest variation was of 22 per cent, in the case of its 730i V8 model, in France, with the UK being the cheapest.

The Commission, which hopes the information will help motorists to shop around in the EC for best buys, acknowledged that exchange rate fluctuations have played a large part in the variations. It added it would be wrong to arrive at "far-reaching conclusions" about manufacturers' commercial policies from the price comparisons.

But it said the next report in November would enable the Commission to assess the trend in prices differentials, which it expects to diminish.

Last night the European Automobile Manufacturers' Association, which has persistently claimed the variations are largely outside the industry's control, said the Commission's statement showed that exchange rate fluctuations and widely varying taxation regimes were largely to blame for the discrepancies and that these would have to continue until EC economies themselves converged.

The issue is of profound importance to car makers and their dealers because in 1985 the present 10-year "block exemption" which allows them to operate a selective distribution system - in contravention of EC competition rules - is due to expire.

The EC competition directorate has warned that a renewal of the block exemption will depend heavily on car prices staying broadly within the EC's guidelines for price differentials.

These state that prices should not differ between EC member states by more than 12 per cent in the long-term or by more than 18 per cent for periods of less than a year.

## Bundesbank reward for fiscal chastity

By Christopher Parkes in Leipzig

VIRTUE MAY BE its own reward but the Bonn government's vow of chastity in matters fiscal yesterday won it a welcome bonus from the Bundesbank.

An unusually sunny Mr Helmut Schlesinger, president of the German central bank, noted first that it was the third anniversary of the introduction of the D-Mark into eastern Germany. Then, passing over the widespread belief that that event lies at the root of most of Germany's current problems, he unveiled a cut of half a percentage point in the key discount lending rate. The fifth discount rate since the bank started its tapering since last autumn, it brought the bank's effective floor rate down to 6.75 per cent.

The move was backed up by a less expansive quarter-point dip off the Lombard rate, now down to 8.25 per cent.

According to Mr Schlesinger, the cuts were prompted by comforting monetary, political and economic indicators. But the closing link in the chain was last weekend's coalition package of public spending



Bundesbank president Helmut Schlesinger announcing the interest rate cuts in Leipzig yesterday

cuts worth some DM25bn (£9.8bn). Bonn, after considerable if subtle pressure from the Bundesbank, had done as it was told. The coalition had come up with more cuts rather

than taxes to patch the gaps in its budget. Crucially, its package was skilfully engineered to resist erosion by political opposition. If the chain remains intact, the Bundesbank seem

certain to offer more. They are once more en route to chipping the discount rate to 6 per cent or even lower by the end of the year. Longer term, said Mr Schlesinger, the rewards may

be more widely distributed if the economy turns up at the end of the year, as he expects, as the taxation under the "Solidarity Pact" may become somewhat less of a burden.

The Bundesbank has made little apparent effort to conceal its scorn for Bonn's attempt to tax its way out of the red with its springtime solidarity pact. Just as its anger at having its advice ignored by government has been reflected in the snail's pace progression of interest rate cuts (the last of which was on April 20), so its pleasure at the weekend coalition deal was reflected in yesterday's unexpected generosity.

Explaining the decision, Mr Schlesinger ran down his checklist, peppered his routine script with optimistic asides. Inflation of 4.1 per cent last month was still too high, but "happily" the rate of growth was significantly weaker.

Money supply growth in May eased to 6.7 per cent year-on-year, down from 7 per cent a month earlier, although it is still above the target ceiling of 6.4 per cent. A "slight tendency" to weakness in the German currency had stabilised in

recent days. He noted that the economy was also stabilising.

He cited Hamburg economists' predictions that recovery would start at the turn of the year.

Despite his apparent confidence, Mr Schlesinger well knows - and often says - that too much should be read into short-term trends.

The Bundesbank prides itself on its medium- and long-term outlook, but its decision yesterday seemed based mostly on recent developments which have yet to become established trends.

Inflation is still expected to average 4 per cent this year - double the bank's optimum level.

Optimism on the economy is based on an uncertain end to the decline in output and a slight increase in foreign orders.

By the Bundesbank's own standards, such a delicate sub-structure demands continuing caution.

But at the same time the delicate health of the international economy - and particularly that in Germany - demands more than cheerful noises from Mr Schlesinger and his colleagues.

## French bank head in EBRD running

By Alice Rawsthorn in Paris

THE French government plans to propose Mr Jacques de Larosière, governor of the Bank of France, as a candidate to succeed Mr Jacques Attali as president of the European Bank for Reconstruction and Development.

Mr de Larosière, who was managing director of the International Monetary Fund before joining the Bank of France in 1987, is viewed as a strong contender for the EBRD job.

His candidature follows days of lobbying by senior politicians who have been pressing for France to retain the EBRD presidency following Mr Attali's resignation last Friday. Mr Attali was appointed to the post as the protégé of France's Socialist president, Mr François Mitterrand. Mr Edouard Balladur, the conservative prime minister, is thought to have championed the choice of Mr de Larosière as the French candidate.

Mr de Larosière, who earlier in his career held a series of senior positions in the French public sector, was appointed governor of the Bank of France by the last centre-right administration, when Mr Balladur was finance minister.

However, he will face stiff competition for the job, notably from Mr Henning Christensen, the popular European Commission economics commissioner, who has been confirmed as a candidate.

## Foreigners restricted in sell-off by France

By Alice Rawsthorn in Paris

THE French government will restrict investors outside the EC to a maximum of 20 per cent of the shares of the companies sold in its forthcoming privatisations drive.

Mr Edouard Balladur, prime minister, had originally hoped to abolish all restrictions on foreign investment in the new privatisation legislation. However, he has agreed to accept a Senate amendment to reinstate the old 20 per cent limit imposed during the mid-1980s.

The limit will apply to "nouveaux durs", the long-term investors who, the government hopes, will take strategic stakes in privatised firms.

Particulars, or companies involved in commercial joint ventures with state firms due to be privatised, will be exempt. This means the limit would not affect the long-awaited merger of Renault and Volvo, its Swedish partner.

The bill, which will enable the sell-off of up to 21 public sector concerns is expected to be passed on Monday.

France produced a record monthly trade surplus of FF7.09bn (£226m) in March, against FF7.34bn in February, thereby ensuring that the trading account stayed in the black throughout the first quarter, with a surplus of FF16.2bn.

## Romanian ships deal blocked

By Virginia Marsh in Bucharest

PETROMIN, Romania's largest shipping company, is expected to remain in Romanian hands after local courts began proceedings to cancel a contract which would have ceded control to Forum Maritime, a little-known Greek company.

But the controversy surrounding the proposed deal, and the Romanian government's failure to come clean about its involvement in the affair, have done little to enhance the reputation of a country battling to improve its image with investors.

The deal has revealed the damage caused by the failure to get the country's privatisation scheme off the ground. Fewer than 100 of the 6,300 state companies have been transferred into private hands and only four have been purchased by foreign investors.

It has also emerged that Petromin's 92 vessels, 14 are already involved in joint ventures with foreign partners; 18 are under management contracts with foreign operators; 29 are leased to Romanian companies; while most of the remainder are broken or still under construction.

## Row brews over spoils in Community chest

By David Gardner in Brussels

THE EC Council of Ministers meets today to decide how to spend the Ecu141.5bn (£108.4bn) structural aid programme agreed at last December's Edinburgh summit, with clear signs of a row brewing over how to divvy up the pie among the 12.

The bulk of the money, available for 1994-99, is aimed at the four poorest countries - Spain, Portugal, Ireland and Greece - which also get Ecu15.5bn through the Cohesion Fund.

But the European Commission has sought to target as much as possible of the so-called Structural Funds on declining and high unemployment industrial areas, raising the stakes for the richer member states as well. Of the 12 as a whole, only tiny, and very rich Luxembourg is happy with the way the spending plans are shaping up.

The job of today's, probably lengthy meeting, attended by a mix of foreign, industry, and regional affairs ministers, is to

approve a framework regulation for the spending, and the enabling rules for each division of the Structural Funds. Already several countries are baulking at giving their assent before knowing how much they are going to get.

Although approval is needed by the end of this month in order to start the programme in 1994, there are already 53 declarations from member states attached to the Commission's plans. The total Ecu167bn regional development package replaces the Ecu138bn spending for 1989-93.

The four "Cohesion" countries essentially won their battle last year, getting a doubling of their funding for the six-year period, against the previous five-year period. Apart from the Cohesion Fund, they get Ecu70bn of the Ecu96.3bn devoted to so-called Objective 1, or backward areas.

But Ireland says it will block agreement unless it gets undertakings it will preserve the share of Objective 1 funding it got in the previous round. This

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The Irish prime minister, Mr Albert Reynolds, faces political embarrassment if Ireland is not allocated the full 13.5 per cent of the Ecu33bn (£35.3bn) in structural funds it is expecting over the coming seven years, writes Tim Coone

burgh. Those understandings were that Ireland would maintain its 13.5 per cent share of the budget, he said.

After returning from the Edinburgh summit

last December, Mr Reynolds told the Dail (parliament): "The agreement now reached ensures, and I say this with complete confidence, that Ireland will obtain in excess of Ecu3bn over seven years."

Attacking his critics who had accused him of raising false expectations, he described the summit as "one of the greatest negotiating suc-

cesses ever by an Irish government."

But it flatly opposes changes in the Social Fund - hitherto for training the long-term and young unemployed - to for retraining workers in companies facing restructuring, which one British official described as "a close industrial policy."

• Belgium will probably get the declining southern industrial area of Hainaut eligible for Objective 1 funding. France objects that neighbouring Nord-Pas de Calais suffers identical problems. But Paris will probably insist, to protect Corsica, whose rise in income

above the eligibility level is what lets Hainaut and Merseyside into Objective 1.

• Germany is after at least DM13bn (£5.1bn) for its eastern Länder.

• In addition, the Germans, British and French, want the right to designate Objective 2, or industrially declining regions, a right Mr Delors refused to cede.

• THE European Commission has broadly welcomed the application of Malta and Cyprus to join the EC, but delayed a firm commitment on the timing of entry, writes Lio-

nel Barber.

The Commission's response may disappoint Malta, but it reflects concern that further EC enlargement requires tackling the sensitive issue of how to streamline the operations of the EC while safeguarding the position of smaller states. The case of Cyprus remains clouded by the failure to reach a political settlement between the Greeks and Turks. But the Commission says it may reconsider its views in January 1995.

Malta and Cyprus applied for EC membership in 1990. The Commission's opinion on the application says their aspirations are justified and there no serious obstacles. However, it calls on Malta to carry out an overhaul of economic regulations as the best preparation for membership.



# Economic activity to expand 'modestly' this year

By Emma Tucker,  
Economics Staff

**OECD** activity in the industrialised world will expand only modestly this year and unless German interest rates continue to fall rapidly, recovery in Europe will be delayed until late next year.

In its half-yearly Economic Outlook published yesterday, the Organisation for Economic Co-operation and Development projects growth of 1.2 per cent for its 24 members this year and a moderate recovery in 1994, but warns that the upturn could easily be upset, especially in continental Europe.

Unemployment will continue to rise in virtually all of the member countries and could reach 36m - 8½ per cent of the

labour force - in the first half of next year.

The good news is that inflation will slow, with many OECD countries experiencing the lowest rates for decades. If the opportunity to lock into low inflation is seized, the recovery, once it comes, could usher in a prolonged period of sustained OECD growth, the outlook projects.

Several uncertainties surround the projections. In particular, continuing debt reduction may damp demand by more than has been estimated. The OECD says although progress has been made in cutting excessive debt accumulated in the late 1980s, borrowers and lenders are still cautious. This is apparent even in the US where the most significant progress has been made.

High European interest rates continue to act as a drag on recovery. The outlook says it is not clear how far interest rates

will have to fall from current levels to spur recovery but lack of progress on tackling German inflation means Germany's European exchange rate mechanism partners "may have to continue to maintain interest rates above levels warranted by their domestic economic situations."

Scope for stimulating growth is limited in virtually all OECD countries because of the need

to cut budget deficits. Plans by several member countries to cut public spending could have a negative short-term effect on demand that may not be offset by the favourable impact of lower long-term interest rates.

External factors also continue to pose some risks, in particular exchange rate pressures and widening external imbalances. The latter is putting policy makers under pres-

sure to extend protectionist measures, says the Outlook.

Crucial to sustained recovery is a rebuilding of consumer and business confidence. Governments could contribute to this by bringing the Uruguay Round to a rapid conclusion.

Other OECD highlights:

• **Fiscal policy:** The immediate task facing governments is to ensure their macroeconomic policies underpin non-inflation-

ary growth. But this is not easy, particularly when rising unemployment puts pressure on governments to loosen fiscal policy. Recently announced fiscal packages in Japan need to be implemented as quickly as possible to boost demand while growth is still weak.

The sharp deterioration of public sector finances in the UK and France are described as "disquieting" and not

entirely due to sluggish activity. Both cases underline the need to tighten fiscal policy in the medium-term and the already announced tax rises in the UK may be essential to credibility, says the Outlook.

In the US and Germany further measures are necessary to cut budget deficits. The US deficit is projected to widen again after 1997 unless the Administration takes action before the end of its term of office.

Unless Germany reigns in

spending, it and other ERM countries may have to live with high real interest rates in the future.

• **Monetary policy:** With room for manoeuvre on the fiscal side restricted, most of the burden for supporting a sustained recovery will fall on monetary policy. Outside continental Europe, monetary conditions are consistent with actual or incipient recoveries, says the outlook. If recovery falters a

further cut in interest rates would be in order but only if inflation remains subdued.

For many continental European countries even modest recovery depends on further interest rate cuts. Falling output and wage moderation should make an easing of monetary conditions possible for Germany. Such a move would have to be judged carefully, however, in order not to compromise price stability.

• **International issues:** Dif-

ferences in cyclical positions between countries could lead to widening of the absolute levels of current account imbalances. The OECD says there is a danger that bilateral deals to cut trade imbalances will undermine multilateral bargaining in the Gatt.

*OECD Economic Outlook, OECD Publications, Electronic Editions, 2 rue Andre-Pascal, 75775 Paris Cedex 16. £365 annual subscription*

## Savings shortage feared

By Emma Tucker

THE PERSISTENCE of relatively high real interest rates in most industrialised countries for the past decade suggests a savings shortage, according to the Economic Outlook.

The report, which says that real interest rates are too high in many member states for the current point in the business cycle, warns that the shortage of savings could result in lower investment, slower growth and difficulties in providing adequate finance for developing countries.

It points out that while real short-term rates in the US and Japan have declined sharply, reflecting the need to boost demand, rates have moved counter cyclically in Europe.

Last year European rates generally firmed, in spite of weakening activity.

The OECD also reports that France companies benefit greatly from lower short-term interest rates while German corporations, which rely on longer-term financing, benefit relatively little.

A study shows the impact of lower interest rates varies according to the speed with which a country's debt-servicing obligations change as a result of a market rate fall.

In the UK, for example, short-term interest rates are particularly important and debt servicing obligations respond quickly to changes in market rates.

However, in Germany more than 80 per cent of bank lending to the private sector is long-term.

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"It is hardly possible to over-emphasise the importance of these incentives to reinforce the changes in culture towards implementation," says the document.

It argues that reversing the decline in the quality of the portfolio must be given the highest priority in the bank's agenda.

## E Europe growth predicted

By Emma Tucker

THIS YEAR will see a resumption of growth in certain central and east European countries according to OECD projections.

Modest economic expansion is forecast for Poland, Hungary and the Czech Republic, but the situation is more precarious for Bulgaria and Romania where basic structural reforms have not been completed.

Unemployment is expected to continue rising in all the region's countries before beginning to fall in 1994.

The OECD points to three main barriers to more dynamic growth in the main east European economies:

• State enterprise sectors are burdened with many unprofitable companies with deteriorating balance sheets. Social and political considerations, however, make wholesale bankruptcy a difficult route.

• Recently restructured banking systems require banks to undertake new lending with extreme prudence. They are also under pressure to strengthen profitability through lower costs and by maintaining large interest rate spreads.

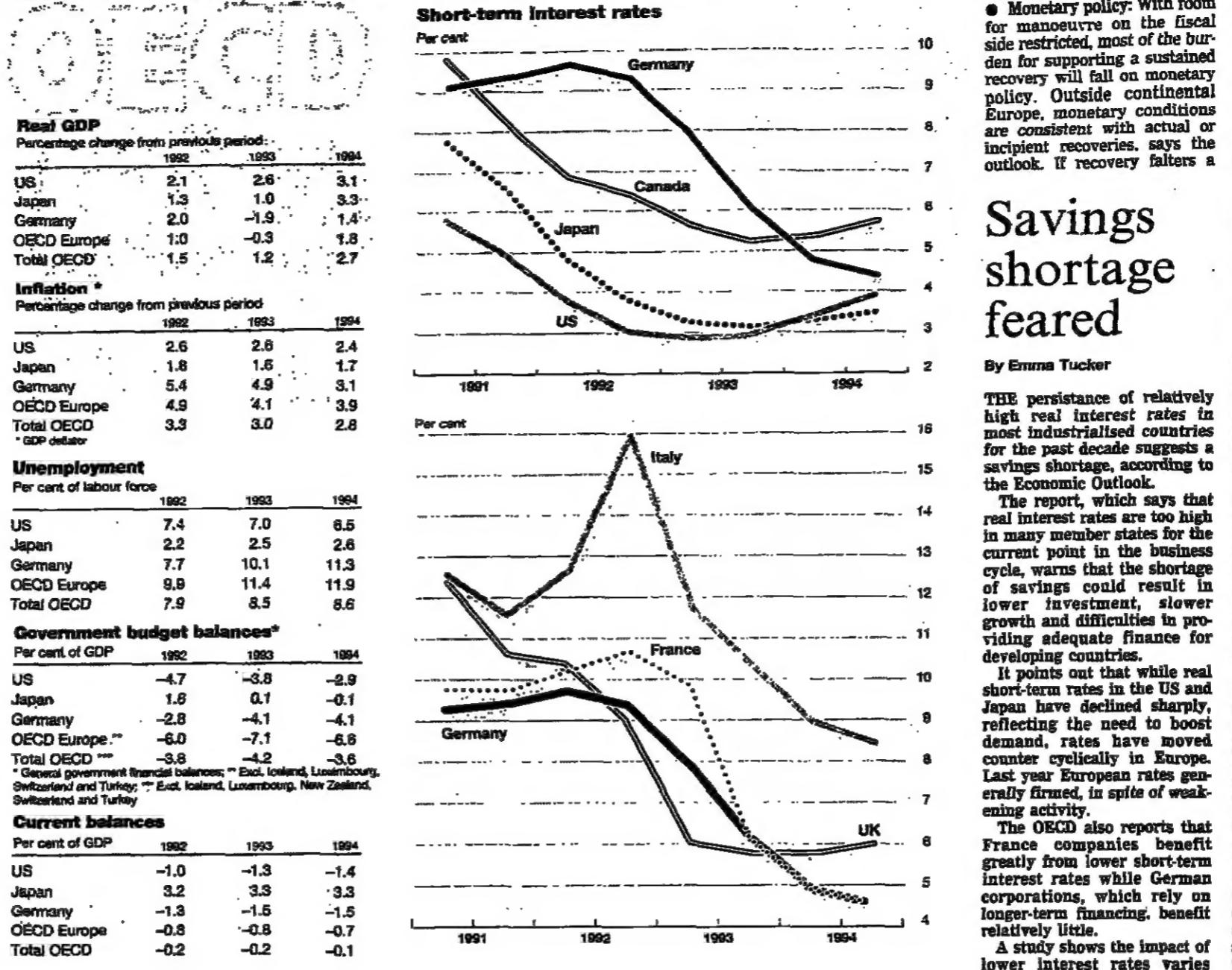
As a result access to bank credit is expensive and restricted for all but the most preferred or best borrowers.

• Narrow tax bases have emerged as a structural weakness as productive activity shifts from the public sector to the private sector which is more prone to tax avoidance.

This has resulted in big budget deficits in most countries, except the Czech Republic.

### What the future holds

OECD Secretariat estimates, seasonally adjusted annual rates; German data for the whole of Germany



## Sweden bottom of the growth league

SWEDEN'S conservative-led government yesterday responded to the indignity of falling to the bottom of the OECD's growth table by stressing the improvement it expects in the recession-hit economy next year, including a big downward revision of its inflation forecast, writes Hugh Carnegy in Stockholm.

The predicted fall of 2 per cent in Sweden's GNP this year is the worst performance among the OECD's 24 members. A forecast budget deficit equivalent to 13 per cent of GNP was no less painful. But the government took some comfort in the OECD's forecasts for 1994, when export growth and the effects of budget cuts are

expected to start taking effect.

The OECD predicts GNP growth of 1.4 per cent next year, compared with the government's forecast of 1.2 per cent.

The government's inflation forecast for 1993 is cut to 4.6 per cent from 5 per cent, and for 1994 to 2.8 per cent from 3.3 per cent.

**NEWS: THE AMERICAS**

**Developing a more worldly bank**

George Graham on plans at the World Bank for improving its project management

**T**HE World Bank will next week hold three days of discussions on reforms that could radically alter the way the Washington-based development institution operates.

Executive directors representing the shareholder countries will discuss working papers proposing steps to halt the decline in the quality of the bank's loan portfolio, policies for disclosure of information, and the establishment of an inspection panel to review complaints from the public about bank-funded projects.

Some of the changes result from several months of argument and soul-searching among managers and directors of the bank, provoked by a report last year from Mr Willi Wapenhaus, a former senior bank official on the deterioration in the quality of the bank's portfolio.

But the internal debate has been sharpened and greatly accelerated by the prodding of the US Congress, in the person of Mr Barney Frank, the Massachusetts Democrat who chairs the House subcommittee which oversees international development issues.

Mr Frank's lever is to control the legislation to authorise Washington's \$3.75bn (£2.5bn) contribution to the

1981 to 20 per cent in 1991. Bank managers and directors have also been acutely anxious to avoid any repetition of their debacle over the Narmada dam project in India. Sustained criticism of the project from local activists and environmental groups around the world forced the bank to appoint an independent commission whose damning findings eventually led India to withdraw its request for bank funding.

The summary point is simple: neither the board nor the president want more surprises about problems with on-going projects, says the draft paper on the establishment of an inspection panel circulated within the bank.

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They also fall short in some respects of the understanding US officials thought they had reached in their negotiations with the bank. Nevertheless, they go much further than before in meeting demands from environmentalists and shareholder governments for greater transparency.

The draft paper proposes two options for the setting up of an inspection process.

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# G7 summit 'crucial' to Uruguay Round

By David Dodwell,  
World Trade Editor

CONFFLICT over international trade liberalisation will provide "a major test of post-cold war leadership" at next week's Tokyo summit of the Group of Seven industrial countries, according to Mr Peter Sutherland, the new director general of the General Agreement on Tariffs and Trade.

Predicting that the summit will be a "crucial catalyst" for rescuing the stalled Uruguay Round talks on international trade liberalisation, after months of "obfuscation and paralysis", Mr Sutherland said that if leaders failed to reach agreement, the round would be "a pipe dream".

"I don't see any point in fooling ourselves about the seriousness of the situation. It will be extremely difficult – even utopian – to deliver the Uruguay Round by the end of the G7 falls."

A successful agreement could generate \$200bn (£133bn) in new trade each year. Failure is almost certain to trigger damaging tit-for-tar protection among industrial powers.

Noting that he was "increasingly apprehensive" about setbacks in the past week between trade negotiators on market access for manufactured exports and on the US-Japan trade relationship, he said: "So much rests on the G7, I can only hope the negative feelings of recent days are not the reality."

"It is simply not good enough for the G7 to make general



Sutherland: criticised "obfuscation and paralysis"

general protestations in favour of trade reform, as they have for the past five summits," he said: "We need a detailed consensus that allows negotiators to move on to a multilateral treaty. If the outcome is unclear, it is negative."

France has in recent days set increasingly stringent conditions for any G7 agreement on trade reform.

Mr Sutherland would not comment yesterday on his talks with French President François Mitterrand: "France is the world's fourth largest exporter, and the second largest exporter of services. It has a crucial interest in a satisfactory outcome of the round."

He plans to meet Mr John Major, the British prime minister, and Mr Douglas Hurd, the foreign minister, in London today, as part of a flurry of briefings with G7 leaders ahead of the G7 summit.

## EC chemicals curbs sought

By Paul Abrahams

EUROPE'S chemical industry association has called on the EC to apply trade measures against east and central European chemicals manufacturers.

Cenc, the European Chemical Industry Council, has asked for intervention following substantial increases in imports from the east at low prices. It claims the imports have been

sold at prices not always set by market economy principles.

The body warns that parts of the EC industry could be forced to close plants and shed jobs. The five areas affected are fertilisers, soda ash, polyvinyl chloride (PVC), caprolactam (a precursor of nylon), and melamine (a plastic).

PVC imports from the east have increased from 84,000 tonnes in 1989 to about 270,000 tonnes last year, while prices have fallen about 30 per cent. Soda ash imports have also risen, from 27,000 tonnes to 162,000 tonnes, as prices fell 10 per cent. Caprolactam imports shot up from 600 tonnes to 33,000, as prices fell 30 per cent. Nevertheless the EC's overall surplus in chemicals trade with eastern neighbours rose to Ecu1.01bn (£774m) from Ecu527m in 1990.

# Court blow to Nafta is not fatal, but it's more messy

Nancy Dunne on an order for environmental impact study

THE BLOW dealt on Wednesday to the North American Free Trade Agreement by a federal judge in Washington was not fatal, but it provided one more complication to passage of a pact which is as unpopular as any in recent memory.

Lawyers and lobbyists yesterday were scrutinising the order by Judge Charles Richey that President Bill Clinton's administration prepare an environmental impact statement – a procedure which can take months, even years – for submission to Congress.

The order is to go on expedited appeal, which could take about two months. Meanwhile, the ruling will not delay the tight schedule for the agreement's passage, since the administration intends to proceed with the Nafta implementing legislation.

But should the appeal fail there will be no possibility of Nafta coming into effect on its implementation date, January 1 1994. Moreover, the administration would then face new

political battles over the environmental consequences of the pact which might be highlighted by the EIS.

The law requires that the administration submit an EIS with every bill having an impact on the environment, but it has never been applied to trade agreements. The court has not specifically ordered the administration to submit one with the proposed Nafta legislation and Mr Mickey Kantor, the US trade representative, yesterday insisted he could go forward without it.

The implementing legislation for Nafta, which was negotiated by the administration of Mr George Bush, contains various changes in tariffs schedules and laws necessary for the trade pact to go forward.

Ms Lori Wallach, a lawyer with Public Citizen, a consumer and environmental group, yesterday said the court could not issue an order to the president because of the separation of powers provided in the US Constitution. The court,

however, ordered the US trade representative to negotiate a schedule for the EIS with the three organisations which brought the suit.

Ms Wallach, however, said the US trade representative may refuse to negotiate while the appeal is pending.

Mr Kantor and his counterparts in Canada and Mexico will continue trying to find their way out of the existing stalemate on environmental and labour side agreements.

If the Canadians and Mexicans were ever in doubt about the clout and resolution of the environmental lobby, they were given a dramatic demonstration of it on Wednesday.

The administration has a tentative deadline of July 15 for completion of the side agreements. Work is well under way on the implementing legislation, which must be voted on within 90 days of being submitted. Several weeks more will be needed to prepare legislation for the side agreements.

It is likely they will go to

Congress in September, but the time squeeze is severe since preparations will also have to be made to get new tariff schedules ready.

Environmentalists contend that if the court orders an EIS with one unilaterally, the environmental damage it highlights would hurt the prospects for the pact. Nafta proponents, such as Mr Chip Brown, chief economist for Solomon Brothers, say the reverse is more likely.

"Mexico is not going to go back to where it was 20 years ago," Mr Brown said. "The only issue is will Mexico industrialise in the context of Nafta or without Nafta."

There has been increasing criticism of Mr Clinton for a lack of leadership in trying to turn around public sentiment on the Nafta. Congressman Lee Hamilton, a Nafta supporter, this week has said the lobbying effort has begun to build but what has been lacking is "the president's personal voice".

The ministry's ceramic and construction material division asked the companies to "observe anti-monopoly laws more thoroughly" and ensure their contracts with dealers include no clause to stop them selling competitors' products.

They were also told to "educate employees to avoid market activities that might cause illegal mutual dealing" – a reference to what is sometimes friendly co-operation among the three companies.

But the removal of contract clauses to restrict dealers' contact with other suppliers might not clear a path for foreign suppliers. An FTC study of car dealers found that about half believed they were restricted to sell one make of vehicle, even though there is no specific limitation in their contracts.

After suggesting that the FTC report had vindicated the glass makers, Asahi Glass said the company would examine whether measures could be taken to ensure that the market remain open to foreign competition.

# Warning for glass makers in Japan

By Robert Thomson in Tokyo

JAPAN'S Ministry of International Trade and Industry has warned leading sheet glass makers to end a system of kickbacks to dealers, which the Fair Trade Commission has suggested is a restriction on industry competition.

But one of the makers, Asahi Glass, said an FTC report describing the industry's behaviour as inappropriate had vindicated its way of doing business because "they found that we do not violate the anti-monopoly law".

Three companies – Asahi, Nippon Sheet Glass and Central Glass – dominate the Japanese market. The FTC found they run a dealer network that tends to exclude competitors, including foreigners.

After publication of the FTC report, the ministry warned the three companies that they should change their ways, in particular payments to dealers who achieve sales targets set by the manufacturers.

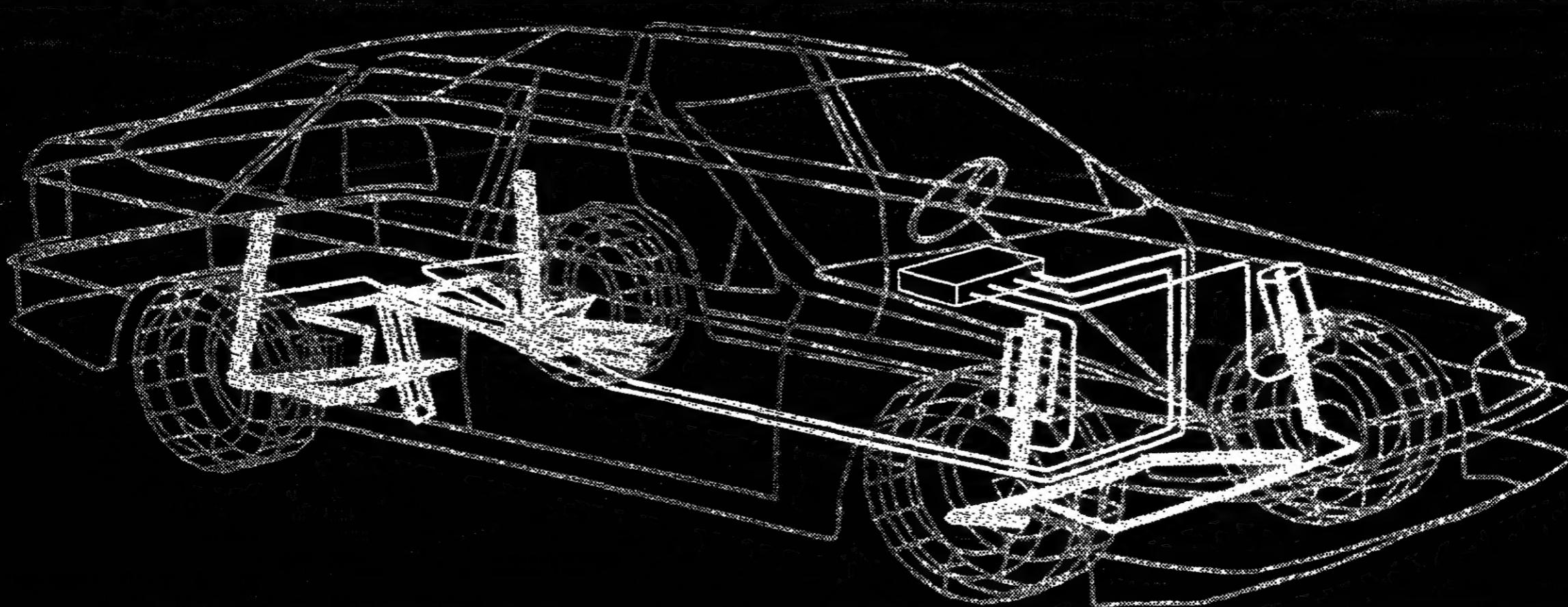
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# Mechanical engineering + electronics Mannesmann's decisive edge



## Road test via computer

Today's electronics are determining the speed of automobile progress by making cars safer, more comfortable and environment-friendly. By streamlining development work and production processes for better quality results – sooner.

As a major supplier of power train and suspension systems, Mannesmann Fichtel & Sachs also has a big stake in electronics. Computer-calculated geometries and optimal material utilization, simulated motion sequences on models

of the complete vehicle, communication with car manufacturers via data networks – from the development phase through to assembly.

Trendsetters: electronic damping force adjustment, "active" suspension, and the intelligent clutch system in which electronics and sensors plus servomotor operate the clutch. The green light – for extra safety and comfort in tomorrow's cars.

Mannesmann builds plants and machinery, makes systems and components for the automotive industry, manufactures hydraulic, electric and pneumatic drives and controls, develops and supplies measurement, automation and information technology, provides telecommunication services, produces steel tube and pipe, and trades on a worldwide scale. Income from sales earned by its 137,000 employees lies in the region of DM 28 billion.

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Mannesmann Fichtel & Sachs develops active suspension systems which automatically adapt both to the driving situation and road conditions.



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# New push and old pull rock Japan's politics

Charles Leadbeater chronicles the many dilemmas facing a leading member of the LDP rebels

**M**R KAZUO Aichi was understandably nervous. Before him were 200 local dignitaries who lead the group that supports him as a member of the Japanese parliament - village mayors, president of parents associations, doctors.

Many could recall Mr Aichi's father, a former top bureaucrat who became a powerful Liberal Democratic party politician, standing before them asking for their support. Yet his son was there to warn them that he would probably rebel against the LDP leadership, help to launch a rival party led by Mr Tsutomu Hata, the former finance minister and so crack open the post-war structure of Japanese politics.

A week later Mr Aichi and more than 30 LDP rebels defeated Mr Kiichi Miyazawa's government by voting with an opposition no-confidence motion.

One of Mr Aichi's aides recalls: "If the leaders of the support group had gone against it, it would have risked our entire local organisation. But even the 80-year-olds fully supported it."

Yet their reasons highlight the ambiguous character of the dramatic changes unleashed by the Hata rebels. Mr Aichi's group supported him out of loyalty to the family name rather than because they want sweeping reform of Japan's corrupt, introspective and slow moving political system.

Mr Aichi's reliance upon tra-

A Japanese regional mayor arrested for alleged bribe-taking, Mr Toru Ishii, yesterday announced his resignation, as public prosecutors continued to question him about links to four leading construction companies, writes Robert Thomson in Tokyo.

Prosecutors arrested Mr Ishii on Tuesday after allegedly uncovering evidence that he accepted Y100m (US\$7,000) from the companies in the expectation that they would be awarded public works contracts. Executives from the four companies have been arrested, but the money was not intended as a bribe.

In announcing the resignation, officials in Sendai, where the mayor has ruled since 1984,

ditional supporters and methods while advocating radical reform is symptomatic of the dilemma faced by all Japan's would be reformers.

The gravity of Mr Aichi's decision should not be underestimated. Not only has he risked his political inheritance by breaking with the LDP, but also his future. As a sixth-term member of the parliament's lower house, he could have expected a cabinet post after the next election if he had stayed on the LDP merry-go-round.

He cites three reasons for joining the Hata breakaway: "Scandals are eroding public trust in government, robbing the basis for a free society. Japan has to play a larger world role and that requires a government with clear policies and strong public backing. Yet the LDP is incapable of reforming itself, so we have gridlock."

Mr Aichi supports electoral reforms, including proportional

representation and the elimination of Japan's distinctively large, multi-member constituencies in favour of smaller single-seat constituencies. A reformed system would support two major parties, the LDP and probably the Social Democratic party and perhaps three minor parties which would hold the balance of power.

The result would be a more open political system in which policies would determine who was elected rather than the amount of public spending on local bridges and sports facilities.

However to get there Mr Aichi will first engage in some very traditional Japanese politics. He needs about 150,000 votes to retain his seat. About 80,000 come from his support group, which extends like the root system of a tree down from the top 200 members into local neighbourhoods and companies.

Mr Aichi remarked: "I will

lose about 10 per cent of my traditional support but I hope to more than make that up by attracting new voters."

His chances of success have been greatly enhanced by a local electoral deal to minimise competition between rival reformist parties, which is testimony to the enduring strength of personal networks in Japanese power politics. Mr Aichi explained: "The Japan New party was going to run a candidate. But I know Mr Hosokawa the JNP's founder very well and so they decided not to run a candidate."

He will also need to project a clean, reformist image which marks a clean break with the LDP. On the difference which political reform would make to Japan's role in the world he explained that greater democracy was vital: "Japan has to become more pro-active. That means politicians taking decisions rather than bureaucrats who cannot take bold initiatives. At the moment politicians are just mouthpieces for the bureaucrats. The bureaucrats should serve the politicians."

Yet on the vital details he is more circumspect. Mr Aichi represents both urban and rural voters in Miyagi prefecture which is well known for its pearl white rice. As a result Mr Aichi, one of the most internationalist of Japanese politicians, will not openly call for Japan to lift its ban on imported rice, one of the obstacles preventing a successful



Kazuo Aichi: caught between reform and tradition

wards," he said.

Judging by the conflicting pressures upon Mr Aichi, even if the ruling LDP is defeated, political reform will only lurch forward slowly because even the modernisers have no choice but to carry so much traditional baggage with them.

## Indonesian interest rates fall to 7-year low

INDONESIAN interest rates have fallen to their lowest level for more than seven years, raising hopes that consumer spending, which has been sluggish since 1991, may begin to pick up, writes William Keeling in Jakarta.

Bank Rakyat Indonesia, the largest state bank, yesterday lowered its deposit rates by half a percentage point to 11.5 per cent for one month money, a move swiftly followed by 19 private banks which announced a full point drop in deposit rates.

A fall in lending rates across the board may follow with Bank Niaga, a leading private bank, yesterday dropping its prime lending rate 1.5 percentage points to 19 per cent.

While interest rates vary wildly between banks, deposit and lending rates on average have now fallen by one-third in the last 12 months, mirroring the central bank's steady reduction of the government bond rate from an average 16.5 per cent a year ago to a current 8.5 per cent.

The spread between deposit and lending rates, however, is expected to remain high with many banks still battling with portfolios dogged by non-performing loans.

A move to lower rates has been welcomed by businessmen who hope it will prompt consumer demand and increase capital goods spending. Lower lending rates would also assist Indonesian companies, many of which are highly geared and reported depressed profits last year.

### Common standard for VCRs

The world's leading consumer electronics makers yesterday announced plans to discuss a common standard for the next generation of video tape recorders, digital VCRs, and VCRs for high definition television, writes Emiko Terazono in Tokyo.

The move comes as worldwide consumer demand for electronics goods iswaning, and the industry cannot afford to engage in costly wars in an area which they believe will be important in stimulating demand for new electronics products.

The 10 companies, including eight Japanese companies led by Matsushita and Sony, Philips of the Netherlands and Thomson of France, will form a technical conference to develop a common set of specifications to prevent a damaging standards war.

Digital VCRs record films from televisions or camcorders in computer language and, unlike the current generation of analogue VCRs, offer virtually perfect pictures no matter how many pictures are made.

Matsushita yesterday said the move was for the benefit of the consumer, as a conflict over standards would confuse them. Matsushita and Philips are currently competing against Sony in next generation digital audio equipment, where the two have backed DCC, a digital tape format, and Sony has launched Mini Disc, which is in disc form.

### Rao intervened, says broker

Mr Harshad Mehta, the Bombay stockbroker at the heart of India's Rs50bn financial scandal has claimed that the prime minister's office directly intervened to help his associate brokers on the stock market. In January 1992, two months after Mr Mehta had allegedly given Mr Narasimha Rao his by-election campaign, writes Shitaz Sidhu in New Delhi.

Mr Mehta is being cross-examined by a joint parliamentary committee investigating the Bhamo stock scandal.

The stock broker made a lengthy written submission detailing the number of telephone calls he had made to the prime minister's office before he was named as the man who started the financial scandal.

He claimed that two of his associate brokers were saved from disciplinary action by the Bhamo Stock Exchange board when the finance ministry's lone representative on the board reversed a unanimous decision of 21 directors to penalise the brokers at the behest of the prime minister's personal assistant.

Mr Narasimha Rao, on a four-day tour of his home state of Andhra Pradesh, reiterated at a series of public meetings that he had not taken any money from Mr Mehta, and rejected opposition demands for his resignation.



Douglas Hurd, UK foreign secretary (left), reiterated Britain's full support for HK governor Chris Patten at a meeting in London

## Patten gets tough on democracy

By Roger Matthews in London

MR Chris Patten, the governor of Hong Kong, warned China yesterday that he would go ahead with his scheme for greater democracy in the colony if the two sides did not make progress in their negotiations within the next few weeks.

Speaking after securing the full endorsement of Mr John Major and the British government, Mr Patten refused to set a timetable. "I am reluctant to circle dates in the calendar," he said, but later added: "We

cannot go on forever. We would like to make more progress in the next few weeks in order to get a satisfactory outcome."

Mr Patten's proposals for a fairer, more open way of electing members of Hong Kong's Legislative Council, have been bitterly attacked by China which said they violated the agreement signed with Britain for the return of the colony in four years time.

However Chinese hostility has subsequently softened slightly. Some of the economic development plans that it was

blocking in retaliation have been allowed to proceed, and the resumption of talks in Beijing offered some prospect of progress on the elections issue.

During the sixth round last week China for the first time laid out its specific objections to the election proposals which had been first unveiled last October.

Mr Patten said yesterday that he would go ahead and present the legislation for his proposals if no progress was made in the seventh round of talks that begin next week. "The bill will be introduced in

the Legislative Council after we have concluded a satisfactory agreement with China, or if we do not get a satisfactory agreement with China we will have to go ahead and legislate on our own," Mr Patten added.

Mr Douglas Hurd, the foreign secretary, confirmed that Mr Major and his cabinet colleagues fully supported the governor. "We have decided that the approach we have been taking, strategically and tactically, in these talks is the right one," said Mr Patten who returns to Hong Kong today.

He favours reform of the UN bodies in 1995, when the 50th anniversary of the adoption of the Charter will be celebrated.

Japan, currently an elected member of the council, hopes to make a smooth transition to a permanent seat by then.

Nigeria, Brazil, India, South Africa and even a multi-racial South Africa have all been mentioned as contenders for permanent membership.

The US evidently did not want to take sides in any such contest but declared its willingness to consider "a modest number of additional seats".

Nor did the statement address the question whether new permanent members should have the power of veto. However, it stressed that the current five had "global political and economic influence and a capacity as well as a will to contribute to global peace and security through peacekeeping and other activities."

All of them happen also to be nuclear powers.

## Taiwan aims to attract investors

By Dennis Engbarth in Taipei

TAIWAN yesterday approved a draft economic programme and a package of measures to promote private investment in manufacturing and to stem the flow of capital to China.

The draft, prepared by the Council for Economic Planning and Development (CEPD), highlighted the sluggish state of manufacturing and emphasised the need to promote private investment.

Superficially, Taiwan's economy seems strong. Average real economic growth between 1988 and 1992 was 6.7 per cent compared to the average world rate of 2.4 per cent over the period.

Government planners expect

a 6.33 per cent rise for 1993. However, the growth in fixed capital investment has been declining from 25 and 30 per cent of gross domestic product (GDP) in the early 1980s to 21.6 per cent of GDP over the past five years. Private capital investment has been rising by an annual average of only 8.5 per cent from 1988-92.

Mr Vincent Siew, chairman of the CEPD, acknowledged that many manufacturers "have set up factories in foreign countries or the [Chinese] mainland". Estimates of the accumulated capital outflow from Taiwan to mainland China range from \$10bn to \$20bn since mid-1987 when Taipei began to lift restrictions

on contacts there.

Data from the Central Bank of China show that total net outflow on the capital account of Taiwan's balance of payments amounted to \$61.9bn from 1987-91, third only to Japan and Germany.

Mr Siew said the CEPD hoped the measures "could effectively solve a wide range of problems faced by private investors such as access to land, labour supply and higher levels of technology."

He also said the plan would further Taiwan's development as a regional centre for research and development, manufacturing, transport and communications.

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## NZ to open access to fiscal information

By Terry Hall in Wellington

NEW ZEALAND is to pass legislation by September to ensure the public has access to a regular flow of up-to-date budgetary and other fiscal information, Ms Ruth Richardson, minister of finance, announced in last night's budget.

The legislation will be similar to that which gives the Reserve Bank independence from the government in setting monetary policy.

Ms Richardson said that the new law was prompted by the fact that the previous Labour government failed to acknowledge a deteriorating economic situation which had led to a much worse fiscal outlook.

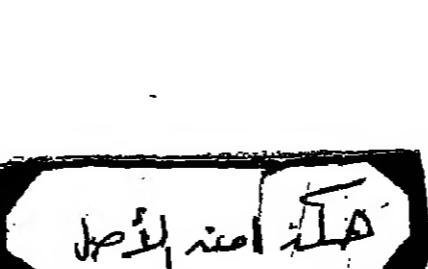
Under the new legislation, future governments will be required to provide six-monthly economic and fiscal outlooks and monthly "outturns." In addition, a comprehensive fiscal and economic update must be given at the start of each general election campaign. Each

budget must also contain medium term fiscal outlooks with the reports based on generally accepted accounting practices as well as improved budget documentation.

The budget confirmed predictions that, despite elections in four months, it would contain few giveaways. Ms Richardson announced a deficit of NZ\$2.2bn (2791m) for the new 1993-94 financial year in a budget she described as "aiming for consistency" in economic policy. She estimated that the

deficit for the 1992-93 year, which ended on Wednesday, at NZ\$2.3bn, a NZ\$1bn cut on the figure in last year's budget.

She said that the total government debt programme this financial year would be NZ\$4.45bn due to maturing debt, net lending and other influences. Ms Richardson said that the projected financial deficit for next year was for a deficit of NZ\$2.1bn followed by one of NZ\$2.1bn in 1995-96. The government hoped to balance its budget by 1996-97.



# THE DEAL WAS MADE UNDER COMMUNISM.

Winter 1989. Merloni Progetti wins a £ 314 million contract in the Soviet Union, and signs a 2,000 - page agreement.

The contract calls for a huge turnkey operation for the production of refrigerators and components at Lipetsk to be operational in 4 years' time.

## THE FIRST STONES WERE LAID UNDER PERESTROIKA.

Spring 1990. The first stones of a covered area of 137,000 square meters are laid. In Italy a task force begins developing product technology.

Summer 1991. 1,000 trucks leave Italy, laden with technology and materials, bound for Lipetsk. Training for Russian technicians gets underway.

## THE FACTORY WAS FINISHED UNDER GLASNOST.

Summer 1992. 260 specialists, including technicians and engineers, and 800 construction workers meet the deadline.

The huge building stands proudly 400 kilometers southwest of Moscow, ready to accommodate the production machinery.

## A MILLION REFRIGERATORS WILL BE PRODUCED BY A NEW RUSSIA UNDER FREEDOM.

Spring 1993. In accordance with the contract, Merloni Progetti delivers the operative factory. It is one of the largest complexes in Europe.

It provides work and housing for 2,800 people. Using the most advanced technology, it can produce 1,000,000 refrigerators a year.

## IN ACCORDANCE WITH THE CONTRACT.

**Merloni Progetti**

Technology, machinery, turnkey installations.

 ARISTON

 Indesit

Police set up checkpoints despite warnings over threat to international financial status

## City institutions hail security plan

By Gillian Tett

BANKING and business leaders yesterday threw their weight behind the decision to ring the City of London with police checkpoints from midnight tonight in an attempt to combat terrorism.

They had warned that without greater security London's reputation as an international financial centre could be damaged. "We welcome these proposals," said the Stock Exchange. "we have been wanting improved security for some time".

Under the scheme, announced by the City of London police as the first stage in a package of measures, 18 access roads leading into the Square Mile - the financial centre which surrounds the Bank of England - will

be closed to traffic. Twenty-four hour police checkpoints, with powers to stop and search suspicious vehicles, will be mounted on seven other entry points to monitor incoming traffic. An eighth entry point, located on the edge of the London Wall and Moorgate, will be limited to buses and taxis.

The Treasury denied that the security cordon would undermine London's reputation as a financial centre. "This can only be good for London. The fact is that terrorism is an international threat. New York has had terrorist attacks too."

Mr Owen Kelly, the City of London Police Commissioner, stressed that although the checkpoints could be armed, they would be low profile, and most traffic would be allowed to pass freely into the City.

Insisting that he had government backing for the scheme, he shrugged off charges that the measures might be playing into the hands of the IRA. "If we allow the terrorists to plant another large bomb just think what a propaganda coup that would be."

Nevertheless, he warned that the new measures could not provide complete protection and called on businesses in the area to step up their own security arrangements.

In addition to the checkpoints, Mr Kelly said that other security measures would also be implemented, including:

- The deployment of powerful video cameras to record occupants of cars.
- The use of new electronic sniffer and increased numbers of sniffer dogs.
- The experimental use of

x-ray systems to examine the contents of closed vans.

● The deployment of additional police across the city. Acknowledging that the checkpoints were likely to cause some congestion during the first few days of operation, Mr Kelly said the measures were only temporary, planned for 12-months, pending a public inquiry into a tougher set of security schemes currently being drawn up by the Corporation of London.

These proposals, which would probably require parliamentary approval, are due to be unveiled in the coming days, and could include a complete ban on non-essential traffic from the City, and possibly the erection of Belfast-style steel road blocks.

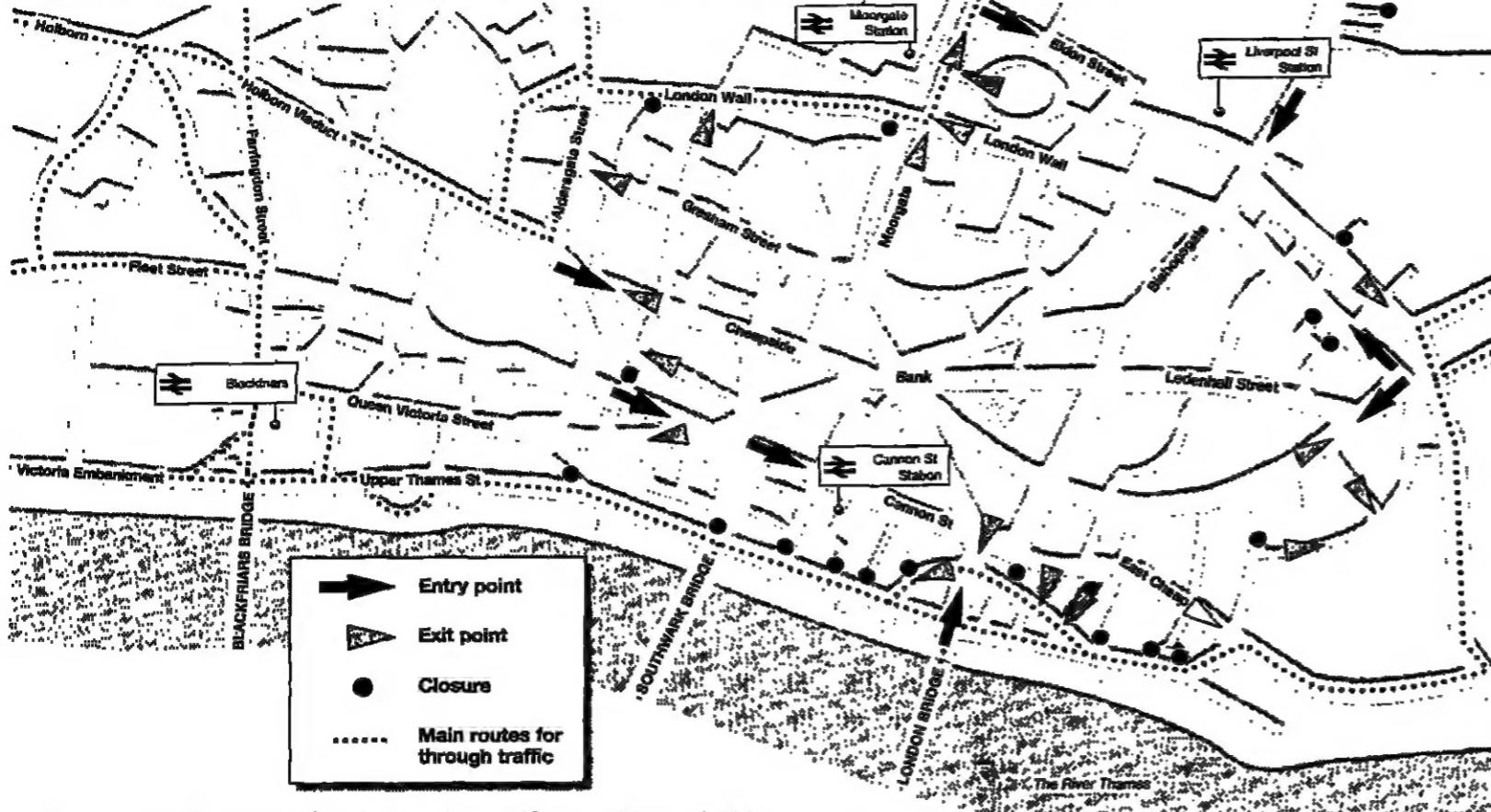
Judging from the experience of security checkpoints in Bel-

fast, most security analysts accepted that the scheme should serve as a powerful deterrent to terrorist vehicle attacks.

"Terrorists don't like being caught. The very fact that there is a chance that they will be stopped will make them think twice about the risk," said Prof Paul Wilkinson, an expert on international terrorism.

In spite of threatened congestion and delays for the 90 per cent of London's business community using public transport to commute to the City, most regular workers were supportive of the measures.

One senior US banker said: "Of course, it will be a bit embarrassing when we have foreign clients coming over. But the most important thing for London is to show the world that it's got better security."



Ins and outs of defending the City

## More than fifty directors paid £500,000 a year

By Diane Summers, Labour Staff

MORE THAN 50 quoted companies paid at least one of their directors £500,000 or more last year, while dozen paid £1m or just under to individuals, an analysis of company annual reports to December 1992, published today, reveals.

The median increase in the highest paid directors' earnings was 5.5 per cent, according to the survey conducted by Monks Partnership, the pay research group.

At the same time, many top executives in the largest companies took a pay cut. In more than a quarter of those with a turnover greater than £50m, the highest paid directors' earnings were reduced.

Overall, the survey found the rate of top pay increases constricting to fall. Mr Tony Vernon-Harcourt from Monks said that, even for the most successful 25 per cent of companies, increases had been halved from 30 per cent in 1990.

It was important to view the increases in context, he said. "Most companies reported to November 1992 or later will have set base pay changes for their executives in October or November 1991. At that time the underlying growth in average earnings was 7.5 per cent,

so an increase of 5 per cent would be looked on as perfectly fair and reasonable."

Performance bonuses, as well as base pay, are included in the survey figures - not all companies separate the two in their annual reports.

Listed companies reporting on years ending after June 30 1993 will be required to state the extent to which they have complied with the Cadbury best practice code. One of the code's requirements is that "separate figures should be given for salary and performance-related elements and the basis on which performance is measured should be explained".

Mr Monks said that, where companies now disclose the presence of incentive plans, "there appears to be a reasonable correlation between the payment of an annual cash incentive and company results". Where it seemed there was a mismatch, it was often because of the payment of longer-term incentives dependent on the achievement of pre-set targets over three or more years, said the company. However, it added: "There is no doubt that, in some cases, there is no discernible, or declared, relationship between individual rewards and corporate performance".

The survey, which questioned 1,782 companies employing

## Overseas investors favour Britain despite slowdown

By Michael Cassell, Business Correspondent

MORE overseas investors set up projects in Britain than any other European Community country last year, but the number of investment projects fell for the second year running, according to official figures released yesterday.

Government figures revealed that investors based outside the EC sanctioned 303 new capital expenditure projects during 1992, creating or safeguarding in excess of 56,000 jobs - 5,000 more than in the previous year.

The biggest inward investor into the UK last year was the

US, with 126 projects involving new investment, expansion or acquisition. Germany was second, followed by Japan and Switzerland.

The Invest in Britain Bureau, part of the Department of Trade and Industry, said it could not value 1992 inward investment as some companies had not disclosed details. New capital investment in the previous year, however, was estimated at £1.3bn.

The peak year for inward investment into the UK was 1990, when 350 projects were started, with the total falling to 333 in 1991. It is thought, however, that the UK is still taking

around one-third of all inward investment into the EC.

Announcing details, Baroness Denton, the small firms minister, said the UK was maintaining its position as the preferred investment location for non-EC companies.

More than 3,500 companies and over 200 Japanese manufacturing companies have made capital investments in the UK. The minister said the UK had "stolen a march" on France and Germany.

American and Japanese companies are making around 40 per cent of all EC-based investment in the UK, with the electronics and automotive sectors among the most active.

## UK lags in debt payment

By Andrew Jack

BRITISH COMPANIES take significantly longer to pay their debts than their European competitors, says a survey by Intrum Justitia, the continent's largest debt collection company.

Companies are paid on average 53 days after incurring on domestic debts and 74 days later on exports, compared with average contracts for payment of 28 days and 50 days respectively.

The survey, which questioned 1,782 companies employing

408,000 people, highlights persistent difficulties.

British companies said late payment caused liquidity problems, loss of profit and higher interest costs. Across Europe, payments are made, on average, 15 days late for domestic trade and 16 days late for export trade. That compares with average agreed credit terms of 36 days and 40 days respectively.

Nearly 60 per cent of companies said payment habits had deteriorated in the past year, with greatest difficulties in Germany and Switzerland.

Other countries with longer overdue payment periods include Belgium, the Netherlands, Italy and France. The survey says the worst is the UK, with the lowest level of legislation and no right to interest on overdue amounts. The UK government is considering measures, including disclosure of speed of payment in company annual reports. The EC is also considering a directive on the subject.

Credit terms vary widely, with Italy providing long agreed terms of 80 days on average and France 66 days.

## Healthy pound shows signs of revival

Peter Marsh and Gillian Tett look at the strength of sterling and concerns over UK competitiveness

up on its historic low of 76.5 registered in February.

The pound continued to rise last month, but was restrained because of opposition from UK manufacturers.

Echoing fears that any increase in the pound's value would reduce competitiveness of UK goods and hurt export growth, Mr Neil Johnson, director general of the Engineering Employers' Federation, says he "views with concern" the drift upwards by sterling.

As a result of such sentiments and acting in concert with the Treasury, the Bank of England has in recent weeks sold sterling both to reduce its value and boost its depleted

foreign currency reserves. Even with these so-called "smoothing" operations by Threadneedle Street, the upwards movement by sterling has been unmistakable. The reasons include:

- Better growth prospects this year for Britain than for most other European countries, which has given its currency a lift.
- Strong buying by Japanese institutional investors many of which, especially given the high recent value of the yen, view the pound as cheap.
- The weakness of the D-Mark, resulting from concern about the fragile state of the German economy and spec-

ulation about cuts in German interest rates - duly served up yesterday.

● Heavy purchases in the past month by overseas institutions of gilt-edged securities which, notwithstanding the relative lack of success of this week's big gilts auction, have helped to push up the pound.

● Mr Kenneth Clarke, new the chancellor of the exchequer, has been quick to rule out any imminent cut in interest rates.

As to where sterling is going, many City economists believe it is unlikely to rise above DM2.6 by the end of the summer.

Also the pound may find it hard to sustain its rise yester-

## Lloyd's prepares to take first corporate investors

By Richard Lapper

BARCLAYS de Zoete Wedd yesterday announced it is to advise Sedgwick Group, the insurance broker, on the formation of a new £200 to 300m investment company, which could become the first "incorporated Name" at the Lloyd's insurance market.

The announcement coincided with the publication by Lloyd's of a consultative document providing more detailed information on how new corporate investors will participate at the insurance market.

The new company will participate in Lloyd's through a group of subsidiaries, each of which would function as an incorporated Name, backing a number of underwriting syndicates. BZW will mark the company among both institutions and individual investors

and the company intends to seek a listing on the London stock exchange.

The announcement of BZW's backing for the project represents an important fillip for Lloyd's, which yesterday announced it was confident that many of the regulatory hurdles preventing the entry of corporate capital to the market would be overcome.

Lloyd's announced in its business plan that it intended to persuade corporate investors to join the market in April, following the erosion of its capital base in recent years.

The new consultative document provided details not included in the business plan. For example, Lloyd's plans to limit the amount that an incorporated Name can invest on any one syndicate to 20 per cent of the syndicate's capacity.

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week posted a record loss of £2.91bn for 1990, has some way to go before it can convince existing Names to fully support its plans. Many Names attending the annual meeting of the Association of Lloyd's Members, the largest organisation of Names, believe that they are being discriminated against in favour of corporate investors.

"There is enormous suspicion of corporate capital," said Mr Larry Scott, of Grimston Scott, a firm of Lloyd's advisers. "Many Names are going through a crash course learning about Lloyd's business," he said.

There indications that publicity, linked to the mounting legal disputes involving Names, has been hampering efforts of financiers working on corporate capital schemes.

Although bankers involved in a number of corporate capital schemes are bullish about the prospects for profit as a result of rising insurance rates, they say that some potential investors have been put off by adverse publicity linked to the legal actions.

making of £15.9m in 1992-93 and £38m in the previous year have been compensated for by savings in the overall budget.

## US group to run stadium

Ogden Entertainment Services of New York has signed a 20-year contract to operate Manchester's new 20,000-seat, 245m indoor arena. It will use it as the company's flagship for European expansion.

Ogden already operates more than 100 venues throughout North America.

Manchester's arena - which will be the biggest in Europe - is being built as part of the redevelopment of the city centre's Victoria Station will open in two years' time. It would a venue for the 2000 Olympic Games if the city stages them.

## Business travel likely to grow

Most companies expect business travel expenditure to rise this year, but staff will be required to travel in less comfort than during the depths of the recession, according to a survey carried out by Survey University for travel agents Thomas Cook.

The survey included offshore trust management and personal tax advice to Mr Nadir, and advice to the company in the late 1980s on the accounting treatment of foreign currency, which helped boost the level of profits shown in the accounts.

This amounts to a cut of just over 1% per cent though banks were quick to point out yesterday that the lion's share of the cut had been made possible at no cost to themselves because the government had abandoned a 1% per cent margin for potential misstatements between sterling and loans raised in foreign currencies.

The new five-year agreement is expected to come into effect from July 5.

● The UK's Export Credits Guarantee Department said that after an 11-year break it is to resume cover for medium-term financing of exports of "capital and semi-capital goods" to Poland, the UK's largest market in the former Soviet bloc, writes Christopher Bobinski from Warsaw.

The decision sees the ECGD returning to the ranks of those western government agencies such as Hermes from Germany and Eximbank in the US which already offer credit guarantees for exports to Poland.

UK exporters, which had been pressuring for the move, said that once cover had been resumed, UK sales to Poland were likely to top £1bn a year.

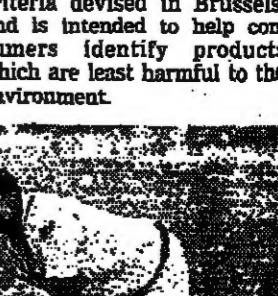
## Surplus at BBC doubled

The BBC is in a stronger financial position than widely reported. The 1992-93 annual report to be published at the end of this month is expected to show a doubled operating surplus of between £50 and £70m.

Sterling was quoted last night in London at £1.5085, up 1% cents.

In a broader international context Mr George Magnus, economist at S.G. Warburg Securities, thinks the weakness of the D-Mark may soon be a thing of the past, given signs that Bonn is thinking seriously about reducing its budget deficit and slightly more optimistic soundings on the German economy in recent weeks.

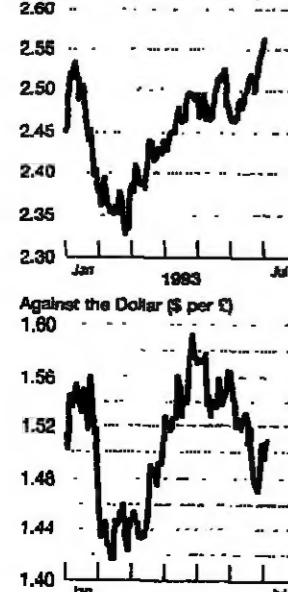
Any strengthening in the German currency - which was surprisingly resilient yesterday in the light of the Bundesbank's actions - would knock some of the shine off sterling.



A stray dog yesterday delayed start of play in the third England-Australia test match at Trent Bridge, central England. After Australian fast bowler Merv Hughes saw off the four-legged spectator, England bowler Robin Smith was the leading scorer with 276-6. Batsman Robin Smith was the leading scorer with 276-6. Batsman Robin Smith was the leading scorer with 276-6.

## Sterling

Against the D-Mark (DM per £)



Source: Datastream

Against the Dollar (\$ per £)

Source: Datastream

Jan Feb Mar Apr May Jun Jul

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Through its ambitious community programme GrandMet is now one of the UK's largest providers of training and job counselling for the unemployed. Last year, more than 20,000 people received help under GrandMet-funded schemes. In one of its newest initiatives, the group is committed in London's East End - in partnership with the Cities in Schools (CIS) organisation and Tower Hamlets council - to help persistent school truants complete their education and prepare for work.

GrandMet has provided manpower funds and premises to assist the CIS programme and this month will see the opening in London's Docklands of the first UK Burger King Academy for truants, based on an already successful US formula.

Some of the group's landlords, currently joining battle over leases which they claim threaten the very future of the British pub, might sneer at the GrandMet imagery of harmony and co-operation between business and community. But it is the vision which lies behind a global community programme now costing £3m a year and undertaken in partnership with a range of organisations and authorities.

Community involvement for companies is not a new concept but Sir Allen Sheppard, GrandMet chairman and group chief executive, says it now represents a core element of corporate responsibility in what he describes as the new age of consumer-driven capitalism.

"Customers are increasingly looking through the front door of the companies they buy from. If



## GrandMet's life on the streets

A new age in corporate responsibility is dawning, says Michael Cassell

they do not like what they see in terms of social responsibility, community involvement, equality of opportunity, they won't go in."

He recognises that there are plenty of cynics as well as some company executives more driven by public relations than genuine commitment. But he reckons hypocrites are quickly sniffed out, particularly by the voluntary agencies involved in many community activities.

**T**he strategy supporting GrandMet's programme is to give a lead in helping combat the growth of an underclass by promoting the concept of self-help.

Howard Chandler, head of GrandMet's worldwide community programmes, says they are aimed at those "not getting a fair shake".

But he emphasises: "We are not a refuge for the unemployed and unmotivated. We believe in self-development and personal initiative but companies like ours must play a critical role in helping the process along." Integration into the community of those who might otherwise remain excluded is a key objective.

Group community initiatives embrace schemes for inner city regeneration, as well as a range of educational and training projects and sponsorship programmes. There is help for potential school drop-outs, for the young, homeless

unemployed and support for a range of charities. GrandMet employees are also encouraged to join volunteering programmes.

Sir Allen says: "It's a big part of career development. I like to see people in the trenches, not stuck in the back office. It's better than 1,000 management courses. It's playing the game for real."

There is no compulsion on staff to participate but the chairman is not unhappy for employees to believe that taking part will do no harm to their career prospects.

Although GrandMet embarked on its community programme a decade ago, it recently realised that its efforts needed reappraisal. Its efforts to fulfil its broader social obligations had to be scrutinised like any other part of the business.

"There was a scatter-gun approach, under which individual businesses pursued as far as possible their own ideas. Initiatives also tended to be reactive, rather than proactive," says Sir Allen.

Now, GrandMet identifies its community action priorities from the centre, agrees the scale of its rolling commitments - it currently allocates between 1.5 and 2 per cent of profits before tax - and continuously monitors what it now regards as a more cohesive strategy.

The group lays heavy emphasis on forward planning for its commu-

nity work, conscious that anything less than a consistent, longer-term approach could be disastrously counter-productive. Three-year plans are reviewed annually and the core charities it backs - now including the Civic Trust, the British Sports Association for the Disabled, Cities in Schools and Foyer Federation for Youth - can expect help for at least three years.

"It's high risk," warns Sir Allen. "The worst thing you can do is flash a chequebook around, especially as it's not your money. If you go up front and make a big song and dance about helping out and are then forced to retract your reputation can fall a long way."

"Each time you put up a significant amount of money you have got to agree clear success criteria with your partners and then monitor effectiveness. We can never measure performance as scientifically as other parts of the business but we are building up a great deal of best practice."

Sir Allen is in no doubt that business has no choice but to play a full role in shaping - to quote the prime minister's phrase - "a country at ease with itself". More pointedly, he warns: "Businesses which don't recognise their obligations in this respect face a stark choice - they will either fall rapidly or progres-



LIKE a good 1960s pop song, the idea that large companies need an invigorating dose of internal entrepreneurship is forever bouncing back into fashion.

Like Elvis Presley's "I Can't Help Falling In Love", which has again

hit the charts this summer - sung this time by UB40, a leading pop group - it tends each time to be re-orchestrated, or given a few extra chords.

But unlike most songs, it also usually changes its name. In the 1960s it was christened "venture management". In the late 1970s, to distinguish it from the emergent venture capital craze, it was rechristened "internal corporate venturing". In the mid-1980s it reappeared under the dreadful name of "intrapreneurship". Now it is emerging once more in practice and on paper, sometimes with its old 1970s label, but also under the broader imprint of "new business development".

The reason for its latest revival is that corporate entrepreneurship is becoming more vital than ever before to the survival of large organisations. But it remains damned hard to do - just ask IBM, General Motors or countless others why they have failed to emulate the few brilliant exemplars, such as 3M or Hewlett-Packard.

Time and again, multinationals of all shapes and sizes have launched a "new ventures" drive, only to drop it prematurely a few years later when - surprise, surprise - few if any ventures have yet grown to a size or level of profitability which is significant to the company.

On one notable occasion, the night of Margaret Thatcher's first general election victory in 1979, I attended an enthusiastic gathering of "venture group" managers from two dozen British companies. Three years later almost all the venture groups had been killed off by parent companies impatient for immediate profits and cash savings amid recession.

A fortnight ago I took part in a similarly hopeful meeting of "business development" and strat-

egy managers, but this time at Breda in the Netherlands, with managers from several continental European countries. It was the fifth annual "longest day" on new business and creativity which an enterprising Dutch consultancy has organised around the summer solstice - a sort of corporate version of Britain's Glastonbury music and arts festival.

The event illustrated vividly that the practice of internal venturing has moved on in several important ways since the heady 1980s, and even since the 1970s.

First, interest in venturing is at last ceasing to wax and wane in tandem with companies' faith - or loss of it - in diversification by takeover. The latter is rightly out of fashion, but managers are recognising that new business development has been made more

Managers are benefiting from the growth in popularity of the concept of 'core competencies'

important than ever by the shortening of product life cycles and development times. As one hard-pressed Dutchman said: "We need to create more with less, faster."

Second, corporate venturers are benefiting from the newly popular concept of "core competencies" (or "core capabilities").

This is not at all the same thing as a "core business". Instead, it emphasises a company's unique, competitively relevant, and defensible expertise in such things as technology, production, marketing, distribution, customer service, or alliance management. One example is Honda's competence in engine technology, another 3M's unusually innovative culture, plus its experience in abrasives.

The emphasis on core competencies is causing many companies to look again at how they can exploit more effectively what they already know - or "leverage" it, in American parlance - rather than forever chasing after some new hare-brained diversification.

As the Breda conference

showed, this is giving "internal venturing" a new lift. It is also stimulating a third new variation: greater selectivity.

Most companies used to take a "casino" approach: they spawned scores of new ventures, covering a wide range of frequently unrelated activities and competencies. They then ran them in parallel in the hope that the proverbial one in seven or so would be successful after up to 10 years (eight was the popular average).

As a manager from one Belgian company said: "We had 25 projects taking 10 years to be completed. Now we have only a handful and they'll succeed in three or four years - or we'll fail them." Another had 86 projects a year ago, but now has only five. They are larger than before, and are being given far greater resources, so that they have a better chance of rapid take-off and success.

A fourth variation is that many companies are no longer putting all their eggs into one isolated "new ventures division", where they tend to get forgotten or squashed when their top management sponsor moves on.

Which brings us to the fifth and most important variation. Instead of thinking that they can "nurture" ventures in a ghetto in one corner of the company, as conventional wisdom used to suggest, today's venture managers realise they will not get far unless the corporate culture of the whole enterprise around them can be made much more innovative.

Of the 30 participants at Breda, no fewer than 18 voted "management mindset" or "conflict with the corporate elephant" as the prime challenge to their new business efforts.

This frustration now needs to be harnessed in helping large companies see the urgent need not merely to raise their productivity through "re-engineering" and other measures, but also to unleash the internal entrepreneurship which is essential if they are to create new businesses, and thereby regenerate themselves.

For many companies it may, in the words of another Presley song due for revival, be a case of "It's Now Or Never".

## MANAGEMENT

CHRISTOPHER LORENZ

# Corporate venturing back in vogue

FINANCIAL TIMES FRIDAY JULY 2 1993

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- 3 concessions within department stores.
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- T/O Y/E 31/1/93 £3m.
- T/O predicted 31/1/94 £5m.

For further information please contact: Ron Robinson or David Acland, Buchler Phillips Traynor, Blackfriars House, Parsonage, Manchester M3 2HR. Telephone: 061-839 0900. Facsimile: 061-832 7436.



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## LEGAL NOTICE

No 025 of 1993

In the High Court of Justice  
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Master of the Rolls Registry

In the Matter of VNG Group Limited  
and

In the Matter of the Companies Act 1985

NOTICE IS HEREBY GIVEN that the Order of

the High Court of Justice, Chancery Division  
Master of the Rolls Registry dated 6th June

1993 confirming the cancellation of the share

Promissory Account of the above mentioned

Company was registered by the Register of

Companies on 17th June 1993

Dated 2 July 1993

Simon Pooler

71 York Street

Manchester

MC 41L

Solicitors for the above-named Company

## BUSINESSES FOR SALE

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West Yorkshire

The Joint Administrative Receivers offer for sale as a going concern the business and assets of Prelore PLC. The company operates two divisions, Textiles and Profiles, which are available for sale on either an individual or joint basis

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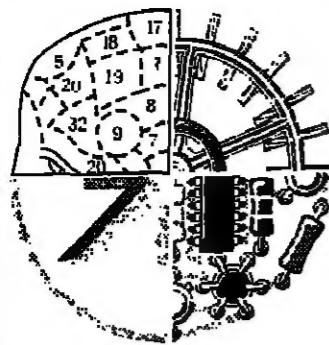
Principal features comprise:  
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#### Profiles

&lt;p

## TECHNOLOGY

## Worth Watching · Della Bradshaw



## Annual reports put on disk

Manipulating companies' financial data on a personal computer has become an everyday part of an investor's life, writes Paul Abrahams. But getting the information from the annual reports into the PC is laborious and the chances of making a mistake are considerable.

SmithKline Beecham, the healthcare group, has linked up with a London-based software house, AND Technology, to tackle the problem.

At the back of SmithKline Beecham's report and accounts this year is a small plastic wallet with a diskette, containing the group's financial data going back five years.

The data can be accessed using the software provided or can be downloaded to spreadsheets such as Lotus 123. AND: UK, 081 673 5330.

## Health and safety in one package

For those companies that have still to come to terms with the European health and safety regulations, Bristol-based EPP has developed software which integrates an evaluation procedure and training system in a single package.

Developed by a group of ergonomists, Opera (office performance evaluation and rating aid) also incorporates a series of checklists to help employers purchase equipment which complies with the regulations.

Opera is continually updated as the EC rules change. EPP: UK, 0272 425093.

## A clear line to profit

Publicity surrounding sex chat

lines gave premium rate phone services a bad name. But according to research carried out by the London-based Eurodata foundation, premium rate services are increasingly seen as an acceptable way of getting business and leisure information.

Interviews with 1,400 phone users in 12 countries showed consumers were most likely to use premium services in the Netherlands. There 38 per cent of business people surveyed and 31 per cent of consumers had used a premium rate service.

Overall, the Eurodata Premium Rate Services Report concludes that the European market for such services will grow from \$1bn (2800m) in 1992 to more than \$2bn in 1995. Eurodata: UK, 071 629 0774.

## Winning the war on refrigerator CFCs

Domestic appliance manufacturer Whirlpool has beaten other US manufacturers in the \$30m winner-take-all competition to try to develop and produce chlorofluorocarbon-free super-efficient refrigerators.

The prize money will help keep down the cost to the consumer of the new refrigerators when they are marketed in the US from next year.

Whirlpool fought the use of CFCs on two fronts. First, the ozone-depleting coolant has been replaced by HCFC-134a; second, the chemical used to expand the foam insulation is to be replaced by HCFC-141b. This contains some CFCs, but will be replaced once a suitable alternative has been found. Whirlpool: US, 616 923 5000.

## The perfect bath every time

A battery-powered automatic bath filler has won 14-year-old Leo Currie, from Glasgow, first prize in the Duracell Science and Technology Schools Competition.

The gadget comprises four hoses - two to fit on the taps and two to carry the water into the bath - joined by a black box. An attached sensor is positioned down the side of the bath to indicate the height to which the bath should be filled, while a heat sensor in the box is programmed to ensure the water is at the correct temperature. Duracell: UK, 0293 517527.

Even from 15 feet away, Clive Buckberry's song was deeply moving to the five-litre can of oil he was searching. Every surface quivered violently in response.

Buckberry is a research engineer at Rover Group's Gaydon test centre in Warwickshire. He was demonstrating, via what has come to be known around the Gaydon lab as the "karaoke can", some of the capabilities of a television holography system developed by Rover's applied optics laboratory.

The screen's depiction of materials, showing a vastly greater response to even the slightest pressure than many an engineer might suspect, is a spectacular side-effect of the equipment's underlying purpose.

Rover is using it to design, develop and produce its cars more quickly and efficiently. For example, the system can determine the exact points on car bodies where drumming and vibrations originate in response to inputs such as road surface irregularities, wind pressure and engine and gearbox shaft rotation.

The normal industry practice is to apply large areas of sound-deadening panel to damp overall noise levels. The holography system, say Gaydon scientists, allows the identification of "culprit" areas, which may be little more than an inch square, and promises significant weight savings in present and future models.

The system's potential applications cover almost every aspect of a car's engineering. One of the most telling illustrations of the system's capabilities is provided by the action of bolting a cylinder head to the engine block. A video camera, when aimed up the cylinder bore towards the combustion chamber, relays to the screen pictures showing spectacular distortion of the combustion chamber and its environment as the bolts are tightened.

The real physical distortion is magnified on the screen many times. But it shows that, in this particular engine, normal tightening is causing sufficient distortion for valves to be unscrewed by up to four thousandths of an inch - enough to prevent it ever sealing itself properly into the head.

The initial reference image and subsequent ones showing the distortion are converted by the system's image processing software into a variety of optical data, from colour-coded contour "maps" to rotatable "wireframe" structures.

Data from such tests and observations have already begun to play a

John Griffiths on a way of making car production more efficient by spotting design flaws earlier

## Hologram on wheels

times. But it shows that, in this particular engine, normal tightening is causing sufficient distortion for valves to be unscrewed by up to four thousandths of an inch - enough to prevent it ever sealing itself properly into the head.

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Holography has been used, on a more limited basis, for this type of work for some years. But until now, says Buckberry, it has involved taking a sequence of still holographs, developing each one separately, and then comparing them with a "reference" hologram taken before forces were applied.

But the "contour lines" of stress variation can be as little as two thousandths of a millimetre apart, so keeping the subject stable enough to register such minute variation was difficult.

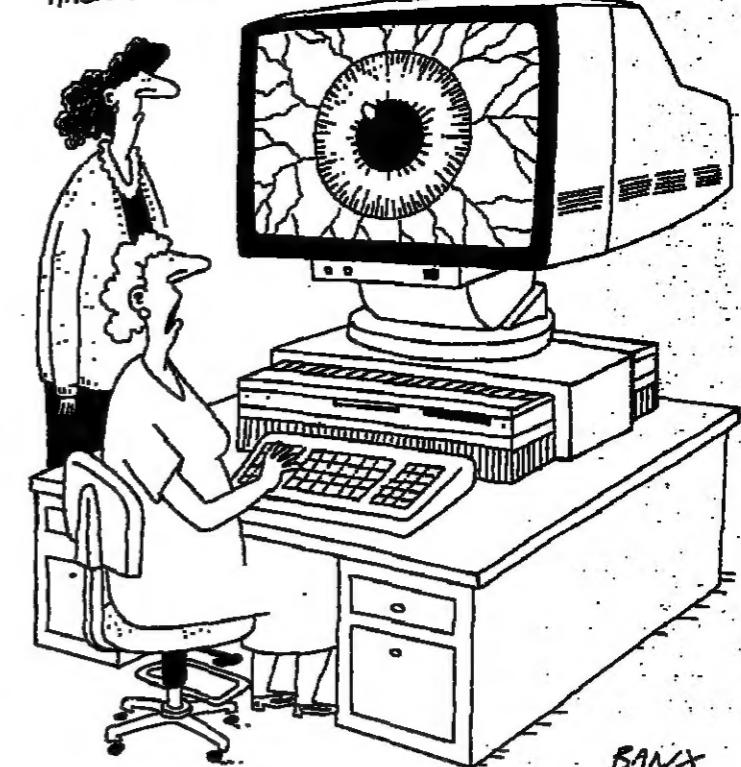
Working with Loughborough University, Gaydon's technologists hit on the idea of substituting the stills with a video camera capable of recording distortions being caused in the subject material continuously, and in "real time".

In the "holovision" camera, designed at Gaydon, the normal optical components of a video camera are replaced by a fibre-optic system coupled to the laser needed to "read" the subject material's surface holographically. The camera is connected by another fibre-optic "umbilical cord", carrying all control and monitoring signals, to two state-of-the-art image data processing boards.

One board monitors the operation of the camera, collects the data generated and analyses it. The other controls the operation of the camera.

The images are stored by the image-processing system at a rate of 25 per second, as well as being relayed through the colour monitor

"IT'S THE STRESSES ON AN EYE THAT HASN'T TAKEN ENOUGH SCREEN BREAKS."



for the benefit of observers.

In the 1980s Gaydon, which occupies nearly 1,000 acres of Warwickshire and includes a high-speed test track, was changed from an entirely in-house research and technology centre to a stand-alone profit centre charged with seeking consultancy business from outside customers.

After the British Aerospace takeover Gaydon again became a mainly in-house research and development arm.

However, Gaydon remains free to sell some technology outside when considered appropriate and not prejudicial to Rover's own interests. The company has already sold two of the Holovision systems - to Ford.

ics for entertainment, bucked the trend among Japanese electronics companies this year, returning taxable profits of \$56,000m (£342m), up 64 per cent on the previous year.

Developments of the kind Sega and W Industries are pioneering are changing the image of games arcades from haunts of bored teenagers to family entertainment centres. Worth some \$8bn (£5bn) a year worldwide, the electronic arcade business is growing at 18 per cent annually.

UK companies including W Industries and Division are among the world leaders in virtual reality.

Alan Cane

## Sega and W Industries become 'virtual' partners

Sega Enterprises of Japan, the world leader in coin-operated arcade entertainment, is going into partnership with W Industries of the UK to develop a new generation of games featuring "virtual reality", or advanced computer simulation.

The UK company has become a Sega technology partner along with Martin Marietta of the US, a leading electronics supplier and specialist in simulation and training systems.

It will work with Sega on the development of a new arcade game to be launched in early 1994. No details of the new game are being released. The deal is worth \$3.5m over two years to W Industries, fol-

lowed by a further £1.3m a year in licensing fees. W Industries has a letter of intent from Sega for further games research.

According to Jon Walden, W Industries chief executive, Sega chose to use the British company's virtual reality system over its own and that of leading US virtual reality suppliers.

W Industries, now six years old, is the UK's leading exponent of virtual reality for entertainment. It specialises in "immersive" virtual reality, in which players wear video helmets and sensory gloves to enter an imaginary electronic world. It has recently won an industry award for "Legend Quest", a dungeons and dragons game installed in the

Tower Pageant at the Tower of London. For four players, the game involves a search for treasure through a maze of rooms. Wearing helmets which transmit three-dimensional images of the rooms, the players co-operate in the quest. They "see" each other as the fictional characters they play.

Sega, a leader in computer graph-

## PEOPLE

## Compass swings towards Europe

In an unusual move, health care and catering company Compass Group has hired a non-executive director. Austrian-born Fritz Ternovsky (right), as a full-time board member.

Chief executive Francis Mackay, who quips that the typical non-executive is there "to create maximum embarrassment with the least amount of effort", agrees that it is usually difficult to judge the true ability of a part-time director.

However, he had been impressed by Ternovsky's knowledge of branded retail catering, and by his input into Compass's strategy review over the past eighteen months. "It also helps in terms of perception - we instantly become a more European company."

Last month, Compass acquired the airport restaurant and contract catering business of SAS Service Partner, and Ternovsky will be responsible for developing that operation. His native tongue will also come in handy in Germany where Compass is interested in building on the two hospital

contracts that came as part of the SAS deal, as well as searching out other suitable acquisitions in contract, airport, and station catering.

Ternovsky, 49, has worked in Britain since 1964. In his last job he worked for Canadian company Scott's Hospitality as managing director and chief executive officer of its European business, which included UK Marriott Hotels and Perfect Pizza outlets.

Under the same parent company, Financial Publications, Chamberlain also runs a retail client broking firm, Durlacher & Co., formed in January 1992 by the merger of two existing

## Chamberlain's guide

Geoffrey Chamberlain (right), formerly chairman of the London Traded Options market before its merger with Liffe, London's successful futures market, is pursuing his aim of bringing stock options to the UK private investor through other channels.

Yesterday, he launched a bi-weekly guide called "The Option Trader", which seeks to persuade private investors of the "exciting and potentially rewarding opportunities offered by the medium of traded options". The magazine includes analysis, recommendations and a back-to-basics educational section.

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## Public posts

■ Roy Baker, md of WPS International, has been appointed national chairman of the BRITISH INTERNATIONAL FREIGHT ASSOCIATION.

■ David Oldham, northern Europe md of Norgren Martini, has been elected president of the BRITISH FLUID POWER ASSOCIATION.

■ David Goldsworthy has taken over as president of the NATIONAL ASSOCIATION OF ESTATE AGENTS.

■ Michael Armstrong has been elected chairman of the INDUSTRY COUNCIL FOR PACKAGING AND THE ENVIRONMENT.

■ Howard Collier has been elected chairman of the AUTOMATIC VENDING ASSOCIATION OF BRITAIN.

■ Dudley Dolan, chairman and md of Dolan Plant Sales, is chairman of the FEDERATION OF CONSTRUCTION EQUIPMENT DISTRIBUTORS.

## Bullock goes Nuclear

John Bullock, joint senior partner of Cooper and Lybrand UK until his retirement last year, has become a non-executive director of Nuclear Electric.

Bullock is currently a non-executive director of Kingfisher and is on the board of the UK Atomic Energy Authority. He fills the vacancy left by Fred Bonner, who retired from Nuclear Electric at the end of March.

## Ginaris at CSC Index

John Ginaris, a stock analyst and consultant in the banking and insurance industries, has become an associate at CSC Index, the international management consultancy. Dr Ginaris will work within CSC Index's financial services consulting business in Europe. He was previously with the financial services practice at PA Consulting Group.

## Walter joins Scapa Group

Derek Walter, 46, has been appointed finance director designate of Scapa Group, which supplies industrial textiles and services to the paper industry.

He will take over in October when David Dunn, 48, finance director since 1987, becomes group managing director. Dunn is stepping up to replace chief executive Harry Tuley, 59, who becomes executive chairman in succession to Bill Goodall, who is retiring.

Walter was most recently finance director of Steetley, before its takeover last year by Redland, a rival building materials group. He had previously held senior finance positions with BET and Lex Service, after qualifying as a chartered accountant with KPMG Peat Marwick in London.



marketing skills, the latter being Eats' forte. Edwards says the rationalisation of the two separate unit trust operations is well under way, with the process set to be completed, subject to unit holders' approval, by mid September, so that Eats' chief task will be "to market these funds to a broad audience".

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FT FINANCIAL TIMES CONFERENCES

## ARTS

# A weird variety

Lynn MacRitchie on why the BT New Contemporaries show is loaded with references

The public reaction to the work of young artists can provide a measure of our response to the complex and difficult universe of modern art. Perhaps because their work is by definition "unknown", its display can give licence to express an underlying anxiety about the contemporary art world, that perplexing place where constant contradictions reduce even sophisticated and erudite commentators to occasional bursts of bile and which nevertheless these novices still choose to enter. Their work bears the burden of our own anxiety, wary consumers, faced with a new and unknown product. For just as the artists must make their offerings naked, without benefit of history, so the viewers must make their judgments likewise, without the comforting cloak of consensus.

With this in mind, a hostile response to the *BT New Contemporaries* exhibition, which began a national tour in Manchester last week, is not in itself surprising, but it raises questions about our expectations of artists, and the myths about their genesis, which are worthy of consideration. The show was chosen by professionals, two artists, Caroline Russell and Willie Donerty, and the critic Stuart Morgan, and has a "look", a homogeneity which suggests not so much a similarity of original offerings but the inevitable consensus reached in hammering out a final selection of 27 exhibitors from an open slide submission which attracted more than 1,000 entries. For all the works, however different in form, are couched in the common language of these difficult

times, a language in which no object or offering is innocent, but comes loaded with references both to history and the cultural stew of the present. Thus "The Hooded Pitcher (Shit Painting 2)" by Chris Ofili, combines his remaking of Australian Aboriginal paintings with abstraction and the irony of Piero Manzoni, as well as demonstrating considerable painterly panache. Another gifted painter is Laura Daly, whose large abstracts feature multicoloured dashes of paint arranged in vertical columns on single coloured backgrounds, evoking Jackson Pollock and Ian Davenport, an old master and a young pro, in a teasing mixture. The references of some of the other works are more elusive. Objects, whether found or created, are used to convey resonance, although their meaning may never be quite clear. The fat white candle lying on the floor with a leather belt round its middle by Andrew Bannister entitled "Fuse" plays with sexuality as dynamite, while his "Cell", a wall panel made of white ceramic tiles with an inset photograph of a room, empty but for a white draped bed, suggests isolation and menace.

As well as this reliance on the inherent mysteriousness of objects to lend substance where content remains obscure, the exhibitors also demonstrate a need for drama. Edwin David in "Towards a Museum of Misreading" assembles a shotgun, a plinth, a reproduction of Rossetti's "Rape of Proserpine", a quote from Freud, a chair, a pomegranate and a pile of broken glass to suggest a museum incident of unknown significance. Edward Harper goes for

it more directly, arranging some green struts, floorboards and a silver salver on the gallery floor to impersonate Manet's "The Balcony". Those spurious philosophers of our time, the serial killers, also make a guest appearance. "Handshake with Nilsen. Using Projector. Draws Olympia to the Phone" by Thomas Sharpe combines a sketchy drawing of the famous murderer of young men with the image of "Twin Peaks" star Sherylyn Fenn cut into flesh coloured PVC dotted with plastic toy noses, an array of references bedazzling in its lunatic range.

Why such weird variety? Why should a mass murderer be as inspiring as a great painter? It is simple, really. Not for a century or so have visual artists typically served apprenticeships in a master's studio, learning to paint or sculpt while assisting in the manufacture of commissions. The "apprenticeship" of an art student today is likely to be a more lonely journey, often conducted in a makeshift "space" staked out within the rooms of an institution the nature and even name of which may have undergone several changes during the student's time of attendance. With few immediate fixed parameters, a young artist's boundaries, the things against which skill and understanding must be tested, inevitably stretch both infinitely outwards across the ocean of mass media culture which engulfs us all, and deep within, with the intuition alone guiding the choice of subject and material.

The mixed media panels by Marcus Coates panel a touching image of the complexity of allusion and aspiration which may



Marcus Coates with his award winning mixed media work, incorporating two women by Jan Van Eyck and his own torso

result from a position at once so knowledgeable and so vulnerable. He has taken details of two paintings of women by Jan Van Eyck and woven them up photographically, separating head-dress from head and head from body. The delicate

features thus unadorned gaze out from above his own naked torso, substituted for the original sumptuously costumed body. His skill has allowed this young artist to enter history, paraphrasing the masterpiece in the questioning

technology of our times.

BT New Contemporaries, Cornerhouse, Manchester, until 1 August. Cornerhouse, 70 Oxford Street, Manchester, M1 6NE. Tel 061 228 7621. Touring to Derry, Sheffield, Stoke on Trent and Glasgow

## Concert/David Murray

## Cherubini's Beethoven

Not old Cherubini the Franco-German opera composer, but the youngish, all-German Cherubini Quartet, who are delivering the complete "cycle" of Beethoven quartets at the Wigmore Hall. Though they have not yet recorded anything by their eponym, their recent recording of all Mendelssohn's quartets has excited admiration and delight.

On Wednesday, during the first three numbers of Beethoven's opus 13, one could hear what excellent Mendelssohn interpreters they must be. About their Beethoven I was less persuaded. Since they are not merely born-again Mendelssohnians but highly cultivated performers they offered many passing rewards and suave insights; transparent balance too, unimpeachable tempi, a cool, intellectual grasp of structure - and even some calculatedly playful moments. Yet there was never much muscle, despite their incisive *fortissimo* playing, nor much sign of young Beethoven's crucial thrust.

Their leader, Christoph Poppen, is a violinist with a soft, sensitive timbre of no great amplitude. In the romantic drama of the "Adagio affetuoso ed appassionato" of the F major quartet, for example, while the lower strings grew properly forceful and doomy his own song - which should

carry warmly over it all - remained gentle and wan. In the G major, where Beethoven plays at being gracious whilst emitting constant hints of something more rumbustious, graciousness was all.

More typical of their best strengths was their *sotto dimensione*, an artful drop into keen whispers, which they exploited often; also their delicate, knowing indentation of musical paragraphs, accomplished with unanimous fluency. Fineness of that kind is ideal for Mendelssohn, a precociously conservative composer who never needed to advertise himself, whose radical turns were always disguised by perfect polish. The Beethoven of the opus 18 quartets, however, was determined to show not only how well he had mastered the arch-Classical medium, after Haydn and Mozart, but how much unfamiliar, unsettled power he could invest in it.

That was scarcely to be felt here. At the Cherubini's hands, the young Turk was made to sound like a serenely assured old pro. Far from aiming to recapture the original force of the music, they dressed it reverently in period costume. It should be interesting, at least, to hear how they adapt their pretty style to the towering last quartets which come at the end of their cycle on July 7, 9 and 10.

## New York Balanchine bonanza

New York City Ballet's Balanchine Celebration, about which Clement Crisp wrote in its early stages, came to a triumphant end on Sunday with a gala performance that began at 4 in the afternoon and lasted until 10.30 in the evening, with intermissions when cocktails and zakouski (Russian hors d'oeuvres) or American dessert (brownies and carrot cake) were served, and a longer break when you could get a box supper prepared according to Balanchine's own recipe.

As for the dancing, the programme reprised the chronological format of the season as a whole, but with an international flavour to illustrate the fact that Balanchine generously gave his ballets to companies all over the world. Guest artists from the Kirov, the Paris Opera, the Royal Ballet, American Ballet Theatre, Dance Theatre of Harlem, San Francisco Ballet, and Pacific Northwest Ballet (Seattle) appeared alongside City Ballet dancers.

Thus there was a multinational *Apollo* with the Danish/American Nils Martinsen and Zhanne Ayupova (Kirov), Patricia Barker (Seattle) and Isabelle Guérin (Paris) as his muses. The sensation of the evening was Darcy Bussell in the pas de deux from *Apollon* (with Linda Fischer), proving that she is a born Balanchine dancer. In *Who Cares?* Viviana Durante danced "The Man I Love" with Robert LaFosse and Elizabeth Loscovici (San Francisco) spun vertiginously through "My One and Only". At the end dancers and audience joined in a vodka toast to Mr B. The waiter joined in the vodka toast to Peter Martins, Lincoln Kirstein and Jerome Robbins was none other than Mikhail Baryshnikov.

As Clement Crisp indicated, the heroines of this extraordinary marathon were Kyra Nichols and Darcie Kissler, to whom I

would add Nichol Hanks, who gave a delicious account of *Dونزتی Variations* with Nikolai Haabé, the company's latest *Donizetti* recruit and of *Columbine* in *Harlequinade*, opposite a mercurial Damian Woetzel, and with Peter Boal, realised all the tragic poetry of the *Divertimento* from "Le Baiser de la Jeune Fille". It must be added that some ballets were sadly undercast, most conspicuously when Nils Martinsen, the son of Peter Martins, ballet master in chief, attempted roles like *Orpheus* and *Apollo*.

There is a dwindling number of dancers in the principal ranks who knew Balan-

chine. The next generation will come from the School of American Ballet, whose senior students also danced a selection of Balanchine excerpts in this year's "Workshop" performances, as well as one complete ballet, *Symphonie Concertante*. In acknowledgment of the fact that it was originally made for the school, in 1945. Nearly 50 years later, the very promising Rachel Rutherford and Tara Klein danced the leading roles. Rutherford, partnered by the elegant Peter Hansen, was also ravishing in "Tales from the Vienna Woods" from *Vienna Waltzes*.

*Symphonie Concertante* was also in the repertoire of American Ballet Theatre this year at the Metropolitan Opera House. Kevin McKenzie, the highly respected dancer who has taken over the artistic direction, announced before the season that he intended to take the company back to its old policy of emphasising the "ballets" aspect of the company's title. No

brand-new works were given, but the company took into its repertoire Kenneth MacMillan's *Manon* and Christian Holder's *Les Liaisons dangereuses*. Concerning the latter, I can only echo Clement Crisp's remark about Glen Tetley's *La Ronde*: "it lasts - was that all? - 50 minutes." *Manon* is probably the best of MacMillan's full-length ballets, certainly the one most accessible to companies other than the Royal Ballet. Alessandra Ferri and Cynthia Harvey have both danced the title role there, and are thoroughly at home in it. Ferri was partnered by Julio Bocca, not the subtlest of dance actors. But the supporting company, led by such artists as Gil Boggs and Robert Wallace (who both danced *Lescaut*), Kathleen Moore, Victor Barbee, and Ethan Brown, showed that they can form an acting ensemble worthy of comparison with the Royal Ballet itself.

The revival of David Blair's production of *Swan Lake* looked rather dated, but it is at least a straightforward rendering of the traditional choreography. Nina Ananiashvili and Bocca gave it the old fashioned star treatment, neither to their own nor to the ballet's advantage. Otherwise it was the ballets with the highest dance values that came off best, notably Ashton's *Symphonic Variations* and Mark Morris's *Drinking to me only with thine eyes*.

Another Mark Morris work was seen in the brief season at the City Center of Les Grands Ballets Canadiens: *Paukenschlag*, to Haydn's Symphony No. 94 (the "Surprise"). Morris is sometimes criticised for being too close to the music, but what he does in a ballet like this is witty and inventive to clarify the music's structure.

Morris has been busily turning out new pieces for his own company, which will be seen later in the summer at Edinburgh.

## Theatre/Malcolm Rutherford

## Oleanna

The advance publicity was misleading: David Mamet's *Oleanna* is a much more subtle, cerebral play than you may have been encouraged to believe.

To dispense with the title first: *Oleanna* is simply the name of an American folk song (*Ole Anna*), played once as the piece opens and never again. Then we get down to business. The subject is not primarily sexual harassment, though that helps to make the play topical and talked about. Nor is *Oleanna* even necessarily about male-female relationships, though again that provides an added thrust.

This is a marvellous play that could only have been written by someone with a deep understanding of linguistics. But it is more than word play.

*Oleanna* contains a serious discourse on the value of higher education. The real subject is hunt-hunting or McCarthyism, whether from the left or the right. That has a long history in American politics, and indeed in the American theatre.

To make the point starkly:

*Oleanna* might be an even

more interesting and provocative play than it is if the professor were played by a woman

and the female student who

accuses him of sexual harassment

and sexism were played by

a man. There is very little

evidence in Harold Pinter's

production at the Royal Court

that sexual harassment takes

place; perhaps a scintilla of

doubt to make it teasing, not

much more.

The basic struggle is

between liberals and libertines.

The clash between the sexes

may add to the box office (and

who in the theatre can quarrel

with that), but gender is

immaterial to the argument.

Carol, the protesting student in

*Oleanna*, could just as well be

black, rich, Hispanic, Asian,

male or any such combination.

The same goes for the professor, John. The difference between the two of them is that the professor believes that words have a definable meaning while the student resorts to a group movement that prefers

slogans.

In the process Carol picks up

language first used by the pro-

fessor, though without the

understanding. At the start she

queries him for using long lat-

er words where shorter ones

might do. By the end, to the

professor's ironic amusement,

she is doing the same thing

herself, but cannot see the

distinction between what the pro-

fessor calls an accusation and

what she calls a fact. If the

professor's own words on the

campus says it is a fact,

a fact it must be, however

monstrous the distortion. The

students' organisation apes the authority which runs the university.

There is a similar transition in the resort to the law. At the beginning, the professor is calling a lawyer to supervise the purchase of a new house. In the devastating second act, it is the student who calls the law to allege rape. Someone, incidentally, should write a thesis on the use of the telephone in contemporary theatre: it must have cost thousands of actors' jobs as there is no need to pay an unheard voice.

This is a marvellous play that could only have been written by someone with a deep understanding of linguistics. But it is more than word play.

*Oleanna* contains a serious discourse on the value of higher education. The real subject is hunt-hunting or McCarthyism, whether from the left or the right. That has a long history in American politics, and indeed in the American theatre.

To make the point starkly: *Oleanna* might be an even more interesting and provocative play than it is if the professor were played by a woman and the female student who accuses him of sexual harassment and sexism were played by a man. There is very little evidence in Harold Pinter's production at the Royal Court that sexual harassment takes place; perhaps a scintilla of doubt to make it teasing, not much more.

The basic struggle is between liberals and libertines. The clash between the sexes may add to the box office (and who in the theatre can quarrel with that), but gender is immaterial to the argument. Carol, the protesting student in *Oleanna*, could just as well be black, rich, Hispanic, Asian, male or any such combination. The same goes for the professor, John. The difference between the two of them is that the professor believes that words have a definable meaning while the student resorts to a group movement that prefers slogans.

In the process Carol picks up language first used by the professor, though without the understanding. At the start she queries him for using long lat-er words where shorter ones might do. By the end, to the professor's ironic amusement, she is doing the same thing herself, but cannot see the distinction between what the professor calls an accusation and what she calls a fact. If the professor's own words on the campus says it is a fact, a fact it must be, however monstrous the distortion. The

Royal Court Theatre. (071) 730 1743

## INTERNATIONAL ARTS GUIDE

## EXHIBITIONS GUIDE

## BALTIMORE

## Museum of Art Classical Taste

## In America 1800-1840

## 200 exhibits

## including paintings, sculpture,

## furniture, silver, ceramics, glass

## and textiles, showing the attraction

## which early Americans felt to the

## classical style. Ends Sep 26.

## Also Romare Bearden: 100 prints by

## the African American artist. Ends

## Aug 15. Closed Mon and Tues

Is Mr Nick Lester about to become the most hated man in London? He stands a chance: for as the capital's first parking director, he is about to launch the biggest crackdown on illegal parking in the capital's motorists have yet known.

The good news for drivers is that, under the Road Traffic Act 1991, illegal parking is to be criminalised. This means responsibility for enforcing parking restrictions on all but the main strategic routes will be transferred from the police to local authorities, with fines being treated as civil debts rather than an issue for the magistrates' courts.

The bad news is that motorists will stand much less chance of parking illegally without being caught; and that those who do break the rules, particularly persistent offenders, will suffer through swinging penalties and targeted use of wheel-clamping and vehicle removal.

Under the existing system, parking restrictions in the capital are enforced by about 1,500 traffic wardens employed by the Metropolitan Police. In addition, some local authorities employ wardens to patrol parking meters and residents parking spaces.

The system, however, is hopelessly ineffective. On average, the London motorist can expect to pick up only one parking ticket for every 50 infringements. With odds as favourable as that, illegal parking has become an epidemic, so worsening congestion and increasing journey times.

The main reason why so few offenders are caught is that the £500 collected in penalty income each year goes not to the Metropolitan Police, but to the exchequer. As a result, the police have little incentive to invest scarce resources in employing more wardens or to increase the productivity of the existing warden force.

Under the new system, local authorities will be able to keep the proceeds of parking fines instead of passing them on to central government, so they will be seeking to maximise revenues. By the end of next year, the London boroughs expect to employ an extra 1,000 wardens – or parking attendants, as they are to be known.

The increase in numbers will be reinforced by an increase in productivity because local authorities will aim to make a profit from this new source of revenue. If they succeed, they will be able to use the surpluses to provide more off-street parking or to improve

## Punishment meted out

**Richard Tomkins examines London's new carrot-and-stick approach to parking control**



Clampdown co-ordinator: London parking director Nick Lester

roads or public transport.

According to Mr Lester, director of the Parking Committee for London which is funded jointly by the capital's 33 local authorities, the aim of the new regime is to adopt a carrot-and-stick approach to parking enforcement. "On the one hand, we are introducing rules that make sense and are easily explained, but on the other, we are getting away from the 'lucky dip' approach as far as parking illegally is concerned."

Briefly, the system will work like this:

- Responsibility for parking enforcement will be transferred area by area to local authorities over the next year. Pilot schemes will start in the Clapham Junction and Putney areas of Wandsworth on Monday, followed by the first three fully fledged schemes covering the boroughs of Hammersmith and Fulham, Lewisham and Bromley in October.

- When the transfer is complete, the 1,500-strong Metropolitan Police warden force will concentrate solely on the capital's main strategic roads. now being redesignated "red routes", with much stricter curbs on parking. All other roads will be patrolled by local authority forces – separately managed, but following the same rules.

• The £40 parking penalty on red routes will be unchanged, but on other roads, the £30 penalty will rise to £60 in central London and £40 in the rest of inner London. In outer London, it will stay the same.

Mr Lester says the carrot for motorists will be the much better signposting for motorists explaining when and where they can park legally, together with a review of existing restrictions to see where more parking space can be released.

Conversely, the stick will be the very much greater likelihood of being caught when parking illegally, combined with the prospect of tougher penalties. Attendants will also be able to mete out punishment selectively, for they will carry hand-held computers enabling them to check vehicles' records. While occasional wrong-doers will get a ticket, frequent offenders will

have their vehicles clamped or towed away – and from next year, their vehicles will not be released until all outstanding penalties have been paid.

The carrot-and-stick approach will continue after the ticket has been issued. The sanction against a motorist who does not pay up will be the same as that for any other civil debt – registration of the fine in a county court and, ultimately, a visit from the bailiffs.

But motorists will be encouraged to pay promptly by the offer of a 50 per cent discount for penalties paid in 14 days and the threat of a 50 per cent surcharge after two months. Those who believe they have been wronged will be able to book an appointment for an informal adjudication, at which they will get an on-the-spot decision after a five-minute hearing.

Although next to Britain, the London enforcement system is largely modelled on schemes introduced in US cities over the past two years – notably in Chicago, where a similar regime has succeeded in reducing congestion and cutting journey times. It will be closely watched by cities elsewhere in the UK and Europe.

Yet, as Mr Lester acknowledges, in one sense it is attacking the symptoms rather than the cause of London's traffic problems. The real issue is the fact that, at present rates of growth, the number of vehicles owned by Londoners will sooner or later outrun the amount of roadside space available to accommodate them.

No one has yet thought of a solution to that particular conundrum, for few of the possible solutions are attractive. Available evidence does not support the notion that improvements in public transport would stop people wanting to own cars. Building underground car parks is rarely feasible and always expensive. Knocking down houses to create more space would not win many votes.

In all likelihood, therefore, the answer will lie in ever-greater extension of parking restrictions and ever-higher parking charges, using price as the regulator between supply and demand. The regime about to come into force may just be the forerunner of more draconian measures to come.

Not that Mr Lester need worry: he cannot drive. "But I come from a car-owning household," he protests. "And no one's in this business to bash motorists over the head." At least that is, not yet.

Richard Tomkins

**Joe Rogaly**

## Pawn and a white knight



Mr Michael Pawn, the member for northern Cyprus, deserves thanks. He has diverted, and made a sunny week

delightful. His participation in the muddying of the waters in the case of Mr Asil Not-her

produced stunning Wednesday theatre. The futile attempt by Madame Speaker to stop him must have been music to the ears of Sir Anthony Scribbles QC.

The whole performance must have confused the courts and bamboozled the public. No one would then ask how much money his client, Mr Not-her, is alleged to have pocketed before he scarpered.

The plot would be perfect if, following the Americans' line on General Noriega, Mr Not-her could be brought here. Perhaps the task could be given to Group 4, the security specialists. Sir Norman Fowler, the Conservatives' chairman, could demonstrate that he is unafraid of revelations by the champion donor to party funds. He could arrange for this excellent firm, to which his connection has been noted, to kidnap our fugitive and bring him to court. Even if that denouement which I recommend, is denied us, Mr Pawn's claim to Tory gratitude is safe. For he has rendered a service to the government: he has drawn attention to his own shortcomings, and thus, for a few blessed moments, directed our gaze away from the misfortunes of Mr John Major.

Could he thus become known to history as the Pawn of Fate, the sincere idiot who not only made the mistake of helping Mr Nadir broadcast the cry of the accused throughout the ages – "I wuz framed" – but who also inadvertently bequeathed the prime minister in all likelihood, the stick will be much greater likelihood of being caught when parking illegally, combined with the prospect of tougher penalties. Attendants will also be able to mete out punishment selectively, for they will carry hand-held computers enabling them to check vehicles' records. While occasional wrong-doers will get a ticket, frequent offenders will

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what the prime minister needs is some good luck, "like a Falkland's war". Another relevant interlocutor commented that Mr Major will be PM until the year 2000, this is as realistic a postulate as any.

Takes it further. The recovery comes to life. The buoyancy of UK share prices continues. People perceive that there are jobs to be had and that house prices are no longer falling. Interest rate reductions in Germany and France are followed by cuts in Britain. The Tokyo meeting of the G7 gives Mr Major another week's respite from the rotten cabbages and custard pies of a relentless media audience.

As the long summer break approaches, accidents stop happening to the government. Ordinary business is taken seriously. The

plot would be perfect if, following the Americans' line on General Noriega, Mr Not-her could be brought here. Perhaps the task could be given to Group 4, the security specialists. Sir Norman Fowler, the Conservatives' chairman, could demonstrate that he is unafraid of revelations by the champion donor to party funds. He could arrange for this excellent firm, to which his connection has been noted, to kidnap our fugitive and bring him to court. Even if that denouement which I recommend, is denied us, Mr Pawn's claim to Tory gratitude is safe. For he has rendered a service to the government: he has drawn attention to his own shortcomings, and thus, for a few blessed moments, directed our gaze away from the misfortunes of Mr John Major.

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stricken Mr Heseltine in a recent debate on opposition accusations that the funding of the Tory Party is corrupt and sleaze-ridden. He put aside his nice-guy smile and slung as much mud as he could at the despatch box as he had received.

Tomorrow we shall hear from Hunt the aspirant statesman and popular philosopher. He will address the annual conference of the Tory Reform Group at Worcester College, Oxford, on "the Conservative party and Europe – a Christian Democratic perspective". He will sound a bit like the absent Mr Christopher Patten, who is unavoidably detained in Hong Kong. Mr Hunt is unashamedly European – albeit with a politically correct emphasis on competition – and a proponent of the social market. He says that companies should take responsibility for the welfare of their employees, and employees for the quality of their work.

At the core of Conservative belief, he argues, is the concept of the individual citizen as a moral agent, responsible for his or her own actions. He is a competent slogan – we shall soon hear about a new apprenticeship system for the new century – and a student of the theories of John Rawls, which he believes go some way to providing a secular moral basis for the free market system. Curious: Mr Roy Hattersley, the former deputy leader of the Labour party, was wont to cite Sir Charles Powell, or Sir Bernard Ingham. No? Then maybe he should think about Mr Tom McNally, erstwhile adviser to Lord Callaghan. No?

The prime minister is not given to such imaginative strokes. He does, however, require a chorus of articulate voices to speak on his behalf. For lead propagandist he will rely on Mr Kenneth Clarke, his blustery new chancellor. But Mr Clarke cannot do the job on his own. Mr Michael Heseltine is off sick. An eager volunteer is to fill in for him in David Hunt, the new employment secretary. Mr Hunt enhanced his reputation when he stood in for the

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## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL  
Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

## A superior record on economic forecasting

From Prof Tim Congdon.

Sir, In his story, "Treasury-wise man calls for skills cash" (June 23), about the London Business School's latest Economic Outlook, Peter Marsh makes some quotes from the publication. Broad money is said not to have been "a reliable indicator", while "advocacy of this indicator" has been "accompanied by exaggerated claims for Tim Congdon's forecasting prowess that does not bear close examination".

I first began to provide detailed macroeconomic forecasts in 1988 when I worked at Shearson Lehman. The subsequent record of quarterly fore-

casts has been continuous, apart from a period in late 1988 and early 1989. Just before I founded Lombard Street Research. Over this seven-year period I do not believe that the London Business School (or, indeed, the National Institute of Economic and Social Research) has once produced an end-of-year forecast for the subsequent year that has been as accurate as mine. (Of course, I did not have an end-of-year forecast in late 1988 for 1989, but I believe that my mid-year forecast was in this case better than the LBS's end-of-year forecast.) I may be incorrect in making these claims, but I find

it interesting that – since making them – no LBS or National Institute economist has taken up the challenge of comparing my forecasts with theirs. Happily, all the forecasts are matters of public record.

There is no doubt that, on average, my forecasting record has over the last seven years been superior to the LBS's and the National Institute's. I have tried to explain – to economists at both institutions and anyone else who may be interested – why I think they have been better. It has nothing to do with "forecasting prowess", whatever that is or may be, but with the application of certain

basic ideas in economic theory. In particular, every forecast that I have prepared has paid careful attention to various economic agents' demands to hold money balances, and the relationship between these demands and the actual quantity of money balances in existence.

The need to equilibrate the demand for money with the money supply is an essential aspect of any meaningful attempt to understand the forces determining national income.

Tim Congdon,  
managing director,  
Lombard Street Research,  
33 Lombard Street, London EC3

## No vagaries if peat-free

From Ms Barbara Young.

Sir, Peat producers hampered by wet weather this year would suffer less from the vagaries of the British climate if they switched to making peat-free composts in future ("Scottish peat profits bogged down by squeaky weather", June 29).

Fine weather is needed for peat extraction, but not for the production of adequate substitutes based on plant waste and coconut fibre. Increased use of these products would reduce the pressure on threatened peat bogs, home to many rare plants, animals, birds and insects, and also help address waste disposal problems.

Peat use could be cut by 70 per cent by the end of 1994 if the government introduced fiscal incentives to support this growing industry. This would undoubtedly offer compost producers a more secure future than a change in the weather.

Barbara Young,  
Royal Society for the Protection of Birds,  
The Lodge, Sandy, Beds SG19 2DL</p

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700  
Friday July 2 1993

## Bundesbank eases rates

BY EASING interest rates, the Bundesbank has made the task of defending German economic policy at next week's meeting of the Group of Seven leading industrial countries in Tokyo just a bit easier. But it will not be that easy. German monetary policy remains restrictive, while its effects on those linked to the D-Mark remain unpleasant. So long as this continues, continued US and French pressure on the Bundesbank is certain.

Yesterday's reduction in the discount rate, to 6.75 per cent, is the fifth since last September, the cumulative reduction now being 2 percentage points. But the discount rate is only a floor, just as the Lombard rate, lowered a quarter of a percentage point yesterday, to 8.25 per cent, is the ceiling. What matters for the market is the repurchase, or "repo", rate, which stood at 7.3 per cent yesterday, a decline of 2.4 percentage points from levels reached in the summer of 1992. The decline in short-term interest rates does appear substantial. But appearances are deceiving.

In the first place, Germany is in deep recession. In the year to February 1993, German industrial production fell 12 per cent, though from a high level. Meanwhile, gross national product declined 2.9 per cent in the year to the first quarter of 1993. In its latest Economic Outlook, the OECD forecasts a fall of 1.6 per cent in German gross domestic product between 1992 and 1993.

## Restrictive policy

Admittedly, the OECD is moderately optimistic about next year, expecting gross domestic product to increase by 2 per cent in the first half of 1994 and 2.8 per cent in the second half. Similarly, Bundesbank president Helmut Schlesinger stated yesterday that the council believes the economy is at its low point. But both institutions have been too optimistic about the strength of the German economy in the recent past. Only last December the OECD thought the German economy would grow 1.2 per cent between 1992 and 1993.

In the second place, the Bundesbank's monetary policy remains restrictive. The best single measure of the monetary stance is the relation between short-term and long-term interest rates. The

stance is restrictive when short-term interest rates are higher than long-term rates and easy when they are lower.

Even after these latest cuts, the Bundesbank's short-term rates of interest remain well above long-term rates, now a little above 6% per cent. Not only is the monetary stance restrictive, but it has eased rather little, mainly because long-term rates of interest have, as intended, declined with short-term rates. Last September, three-month rates of interest were 2 percentage points above long-term ones. After yesterday's cuts, they were still three-quarters of a percentage point higher.

## Slow lane

The Bundesbank remains cautious, as Mr Schlesinger remarked. Yesterday's cuts will not do much to transform the miserable short-term prospects that are now awaiting the French government.

The OECD expects German short-term interest rates to be 4% per cent by the second half of next year. Even this may be neither low enough nor soon enough. Not only would the Bundesbank's policy still be less expansionary than the Federal Reserve's today, but the more slowly it eases, the further it may have to go.

The Bundesbank has at least given its dependents some encouragement. As and when monetary growth falls well within its target range, further interest rate reductions are to be expected. This thought must encourage beleaguered French politicians to hang on. After last week's rebuff by the German finance minister, Mr Theo Waigel, to his request for joint discussion of interest rate policy, the French government must have prayed for just such encouragement. But it has not received that much. Meanwhile, Mr Waigel must have disappointed the French yesterday by admitting that Germany would not be ready for economic and monetary union in 1997 or 1998, if public deficits were not first reduced.

What is often flatteringly described as the European Community's "fast lane" is set to remain among the slowest places in the world economy. So long as this continues, the EC will be subject to fierce criticism not only by its partners but also, more worryingly, by its citizens.

## The re-shaping of British Gas

APART FROM the issue of British Gas's domestic gas monopoly, which the FT has argued (June 29) should be abolished, the Monopolies and Mergers Commission must make two other important recommendations: on a rate of return for the company's pipeline business and whether British Gas's structure is itself against the public interest.

Structure is a central question. Some think that, even if its formal monopoly is breached, British Gas will, in its existing form, retain an unacceptably dominant position. Ofgas, the gas regulator, has argued for it to be split into a number of elements, including a gas pipeline company and one, or possibly a series, of regionally defined gas trading companies that would sell gas to homes and businesses. The advantage would be to open up further the market in gas supply, while placing the natural monopoly of the pipeline under impartial ownership.

British Gas's position is that this would multiply costs without discernible benefit to customers. It wants to retain the monopoly, but has offered to split itself into five units for accounting purposes, with a view to reassuring the regulator that it is dealing fairly with competitors and customers. The company also argues that it needs to be large and integrated to compete on the world stage.

In theory, the break-up argument has clear attractions and would be the right way forward were British Gas now being brought in to the private sector. But there is no denying that today it would also bring great uncertainties, not least for shareholders, and potential rewards which no-one, including Ofgas, has yet convincingly quantified. It feels like a step too far.

## Serious defects

Equally, however, British Gas's position has serious defects. Accounting separation within a centralised culture like British Gas's might have limited impact, in practice. If British Gas also wins the argument for keeping its monopolies, it would rule out the benefits that competition can bring: innovation, better service and a tougher pricing environment. On the other hand, if the domestic monopoly is ended, an

it is hard to know who should be believed.

Mr Theo Waigel, Germany's increasingly weary finance minister, has persuaded his partners in government to accept a painful package of cuts, mainly in unemployment and social benefits. It is intended to save DM25bn (£2.8bn) next year, and up to DM35bn by 1996, and thus keep the federal budget deficit to manageable proportions. The aim is to bring the deficit down from about DM70bn today, or 1.5 per cent of the federal budget, to just 10 per cent by 1996.

Unemployment pay will come down three percentage points (from 68 to 65 per cent of previous earnings for a married man), and related social benefits will be cut by the same amount. A time limit will be fixed for earnings-related benefits, and a drive launched to stem social insurance fraud is intended to save up to DM6bn.

No less than DM14bn of the savings in 1994 come from direct cuts in welfare payments for the needy, at a time of severe recession and rising unemployment.

Little wonder that Ms Ursula Engelen-Kerfer, the deputy chairman of the German trade union federation, says it is the most devastating assault on the welfare state since the early 1930s, when the harsh fate of the unemployed was a key factor behind the rise of Hitler.

Yet Mr Helmut Geiger, president of the savings banks' association, fears it is too little, too late, to cure the federal government's fiscal laxity. It still leaves a "horror scenario" of an intractable structural budget deficit from 1995, when the full burden of borrowing to finance unification will fall on the central exchequer, he says. And he doubts whether anything like DM6bn can be saved in combating fraud.

Only the German Bundesbank was yesterday prepared to give Mr Waigel the benefit of the doubt. The bank indicated its modest approval by shaving its discount rate by 0.5 points. It was scarcely a vote of great confidence. And when the finance minister travels to Tokyo next week with Chancellor Helmut Kohl for the Group of Seven summit of leading industrial countries, he will almost certainly meet more of the Geiger-style sceptics among his international colleagues.

If the savings plan has pleased almost no one, why is Mr Waigel forcing it through?

Coming six months before the start of a mammoth election year in Germany, when 19 separate polls at national, state and local level will decide the country's political complexion for the next four years his move looks almost foolhardy.

Yet few in government doubt that the finance minister had any choice but to tackle the sacred cow of social spending. Like the rest of the

German employers have complained bitterly about their social burden for more than a decade, and Mr Kohl's conservative coalition has been cautiously attempting to curb it. The advent of east Germany, with huge social deficits, and very modest contributions, has turned a long-term structural problem into a short-term crisis.

Social spending, which increased from DM160bn in 1970 to DM744bn in 1990, shot up to more than DM1,000bn by 1992, because of the east. And the burden has been borne by western German workers, employers, and the federal budget.

The government has already started to cut social spending with health reforms agreed last year. In the health sector, doctors' prescription budgets have been capped, and the number of drugs paid for by health insurance limited. The changes have shown significant savings but these have been at the expense of German drug manufacturers and pharmacists.

As for the pension funds, they cannot be touched, even by Mr Waigel. A proposal in May mooted by the finance ministry for a reduction in benefits was met with an instant denial by Chancellor Kohl. Yet the funds are transferring a net DM1bn from west to east, according to Mr Reinhold Schulz, chairman of the federal fund for white-collar workers. East Germany had inadequate funds to finance western-level pensions for its old people. The result is a forecast increase from 17.5 to 19.3 per cent of individual wages in pensions contri-

## Cuts may not be deep enough

Quentin Peel says the German government's assault on the welfare state has provoked bitter opposition

industrialised world, Germany faces a demographic shift, which means that ever fewer workers are contributing to the soaring social costs of ever increasing numbers of the old, the young, and the needy. Unlike the rest of the industrialised world, Germany's problem has been massively compounded by unification.

The three pillars of the German welfare state – health insurance, pensions, and unemployment insurance – have always been generous in their benefits. Unlike the British system, where social security is closely controlled by the Treasury, German insurance funds are self-financing and contribution-driven.

It is only when payments outstrip contributions that the state steps in to subsidise. Unemployed workers have until now received two-thirds of their former salary for 32 months, and then a few percentage points less, indefinitely.

It has always been easier to allow insurance contributions to rise as social spending has soared, rather than switch a part of the burden to the general taxpayer. The results has been a rising burden not only on individual workers, but on their employers, who share the insurance contributions for all three funds on a 50:50 basis.

The proportion of gross income which the worker and the employer must jointly pay in insurance has risen from just 26.5 per cent, in 1970, to a forecast of at least 39.2 per cent next year.

According to the German Federation of Industry's economy institute in Cologne, the whole gamut of extra payments, such as holiday pay, per employee amounts to 85.5 per cent of basic wages, giving western Germany the highest wage costs per hour of any industrialised state: almost DM42 per hour in 1992, compared with DM32.4 in Switzerland, DM30 in Japan, and less than DM25 in the US.

German employers have complained bitterly about their social burden for more than a decade, and Mr Kohl's conservative coalition has been cautiously attempting to curb it. The advent of east Germany, with huge social deficits, and very modest contributions, has turned a long-term structural problem into a short-term crisis.

The government has already started to cut social spending with health reforms agreed last year. In the health sector, doctors' prescription budgets have been capped, and the number of drugs paid for by health insurance limited. The changes have shown significant savings but these have been at the expense of German drug manufacturers and pharmacists.

As for the pension funds, they cannot be touched, even by Mr Waigel. A proposal in May mooted by the finance ministry for a reduction in benefits was met with an instant denial by Chancellor Kohl. Yet the funds are transferring a net DM1bn from west to east, according to Mr Reinhold Schulz, chairman of the federal fund for white-collar workers. East Germany had inadequate funds to finance western-level pensions for its old people. The result is a forecast increase from 17.5 to 19.3 per cent of individual wages in pensions contri-

butions next year.

The only significant area of social spending left for Mr Waigel to squeeze was the unemployment fund, which finance not just dole payments, but also retraining schemes, job creation measures, and even language training for returning German emigrés.

To finance labour market transfers to the east, running at some DM35bn a year, the federal labour office, which administers the system, had to increase contributions from 4.3 per cent to 6.5 per cent in March 1991. Even then, the government is having to pay a subsidy of DM150m towards its DM30bn budget this year, and a probable DM20bn out of DM100bn next year.

**Y**et Mr Waigel's savings package is tackling only the short-term problem.

His colleague, Mr Günter Rexrodt, the economy minister, is equally worried about the inexorable increase in all forms of social spending in the long term, with a shrinking workforce to pay the contributions. His answer is to propose a strict ceiling on contributions, and simultaneously to launch a campaign for longer working hours, shorter holidays, and longer working lives: against all current trends.

"We will have severe problems around the end of the century," according to a senior official in the ministry. "If we can reverse the trend, and have longer working lives, very small changes can have a huge effect. One more month's work means one more month's contributions, and one month less of pension payments."

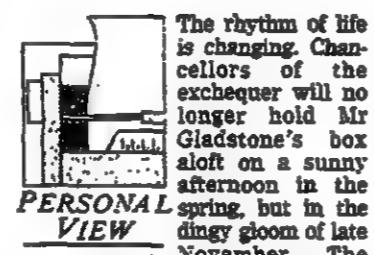
If Mr Waigel's savings package has caused offence to the unions and the SPD, Mr Rexrodt's proposals seem to be just as sensational. The slightest hint of returning to a 40-hour week is anathema to the trade union leadership.

Yet there is one area of reform where the opposition and unions are prepared to co-operate: to take on more of the social burdens on the taxpayer, and relieve the burden of direct insurance payments.

Mr Klaus Zwickel, the new leader of IG Metall, the engineering workers' union, sees such a change as justified by the new demands in the east, which should not be borne by western workers alone. Some 2m civil servants, and the same number of self-employed, make no contribution.

If Mr Waigel were able to offer some sort of trade-off between capping social benefits, and a fairer distribution of the costs, he might still be able to bring the opposition and unions to a negotiating table. But for the time being, he looks destined to force through his savings package in splendid isolation.

## New rhythm for the tax and spend rhyme



## PERSONAL VIEW

The rhythm of life is changing. Chancellors of the exchequer will no longer hold Mr Gladstone's box aloft on a sunny afternoon in the dingy gloom of late November. The second Budget of 1993 seems set for November 30, St Andrew's Day. The change was announced in the 1992 pre-election Budget of the former chancellor, Mr Norman Lamont, with the claim that the new timetable would "enable all concerned – parliament, the public, and government – to consider spending proposals alongside the tax proposals needed to pay for them".

On the quality of decision taking, the white paper announcing the change comments that "ministers will be better able to judge the merits of public spending proposals in the light of the overall fiscal position and the implications for taxation. And the potential trade-offs between tax reliefs and public spending can be more carefully considered".

All this would be true if decisions were to be made together. But all that is really happening is that they are to be presented together. The overall levels of public spending for the next three years were decided in a cabinet meeting in mid-June, and these are now fixed and "are not to be reopened in subsequent cabinet discussion". All that remains to be decided on spending is the allocation between departments. But because of the potential burden on officials and ministers caused by

either in time or by allowing different personnel to concentrate on the expenditure and revenue side respectively, much of the claimed advantages of better decision taking within government will prove illusory.

Nor does it seem likely that "potential trade-offs" between taxation and expenditure will be any better considered than previously if the expenditure decisions have

largely been taken two months before the unified Budget.

Given the recent suggestion by the new chancellor, Mr Kenneth Clarke, that he will decide three or four weeks before the Budget whether to raise taxes, the fact that the level of spending will be set five months before the Budget and its allocation at least two months before the Budget, makes suggestions of truly joint decision making seem fanciful.

In hoping for better presentation and more informed debate, the government is on firmer ground. By announcing tax and spending plans together, it should be possible to increase awareness of the costs of higher spending in terms of higher taxes, and of lower taxes in terms of lower spending. The main complaint to make here is that, while debate may be more informed, there are no proposals to create any new opportunities for parliament to engage in decision making as opposed to debate. And the chance offered by an earlier Budget to extend the period of debate on the Finance Bill has been missed.

The final stated advantage, that

## The new unified budget statement will not mean tax and spending decisions are made together

(either in time or by allowing different personnel to concentrate on the expenditure and revenue side respectively), much of the claimed advantages of better decision taking within government will prove illusory. Nor does it seem likely that "potential trade-offs" between taxation and expenditure will be any better considered than previously if the expenditure decisions have

there will be benefits to tax-payers, has some weight. The announcement of changes to income tax four months before they are to be implemented will mean that pay-as-you-earn will work smoothly and that there will be scope in some cases for tax-payers to take advantage of pre-announced changes to minimize their tax payments. The announcement of indirect tax changes in the run-up to Christmas may not seem such a benefit.

To describe the new unified Budget statement as much more than a shift in the timing of the announcement of tax and spending decisions is to exaggerate. This bringing together of announcements has some advantages and should lead to a better informed debate. But we are not going to see tax and spending decisions made together, nor is the change a way of extending consultation. Much more could and should have been done.

**Andrew Dilnot**

The author is director of the Institute for Fiscal Studies

## Bus-lord's holiday

equipped with all manner of high-tech wizardry to keep him in constant touch with the affairs of his conglomerate. Nevertheless, his aides are offering even odds on two eventualities. One is that he won't be able to stick out for a whole three weeks away from headquarters. The other is that, if he does, he'll need another holiday to recover from it.

## Growth oath

■ As curse words go, it certainly doesn't live up to the standards set by such as John McEnroe. But on the upper-crust tennis courts of the Home Counties where it's in fast-growing use, it carries deeply felt meaning.

With his family and sometimes friends too, he has gone summer after summer to the ludicrously expensive establishment looking over the bay of Cannes. He is also a regular guest of the hotel's Eden Roc beach club, haven of film stars and old family money as well as international tycoons.

It is an argument which might well appeal to the present government, but it ignores the fact that the combination of privatisation and competition has yielded rich benefits across the utilities in terms of efficiency, innovation, prices, service and transparency, and that the same process can be taken much further in the gas industry. Nor is there any evidence that size is a qualification for effective international expansion. The MMC and the government will be right to urge careful thought, but badly misguided if they resist change at all.

That is no doubt just as well. His suite at the hotel is being transformed into an office-in-exile, with

## Smokey's send-off

■ Though the sun was shining and the champagne flowing, the first reception for the Bank of England's new governor was but sparsely attended. Besides Eddie George – otherwise known as Smokey Joe – the octet present included Mrs George, Bernie Kemp, who organised the bash and bestowed the nickname, and top professional toastmaster Ivor Spencer, replete with presentation magnum.

Like his customer, he is moving up in the world. He has diversified into double-glazing, painting and decorating, plumbing, carpentry and window-cleaning for offices, all without having to advertise.

Along the way he has served other distinguished customers, in Lady Thatcher and the ex-premier of Thailand, and he is currently in the running to help build a Greek airport...

But there the chat ends. He must rush off to make sure that what could well be the last time Smokey Joe goes to work by train – the 7.32 to London Bridge – isn't the first time he misses it.

## The downside

■ Mind you, the local boy's promotion isn't lifting hearts in all the businesses in George's neighbourhood. His implacable stance on inflation, in particular, is the focus of gloom in several of the cluster of shops just down the street from his home.

Take Bartley's Fruiterers, whose owner Arnold Levinsky says: "Low inflation by itself is not good enough, there also has to be growth." And his view that both Bank and Treasury haven't done enough to oil economic wheels is shared, for instance, by chemist Dhru Patel

## Proposal to speed settlement of equity trades in London market

By Norma Cohen in London

A TASKFORCE backed by the Bank of England yesterday urged the adoption of a streamlined electronic system to speed up the settlement of equity trades in the London stock market.

It would take the place of the London Stock Exchange's failed Taurus project which was abandoned in March after costing the exchange and the City of London an estimated £400m (£600m).

The taskforce recommended that London's current fixed two-week settlement period to a 10-day "rolling" basis by next July on the stock exchange's existing Talsman system.

By early 1995, settlement should be narrowed to five days and by 1996, a new system called Crest would become operational. It is expected that the system could eventually achieve same-day settlement.

Settlement is the completion of

a transaction after the delivery of securities to the buyer and the delivery of payment to the seller has been achieved, along with the transfer of title.

Britain's two-week settlement period is far longer than that of other main markets and regulators are concerned about the risks that poses.

The new system will differ from Taurus in several key respects: participation will be voluntary, it will not require the complete abolition of share certificates and it will have no central depository for record-keeping.

Mr Pen Kent, associate director of the Bank of England and chairman of the taskforce, said it had not been decided who would run the system.

Under the broad outlines of the plan, investors, brokers, custodians, registrars and banks would have to become members of Crest if they wished to use its settlement services and would have to

meet certain minimum criteria.

This requirement addresses what had been one of the chief stumbling blocks of Taurus - the inability to design a system flexible enough to meet the varying needs of every market participant. But because Crest participation is voluntary, there will be less need for it to be flexible.

It is also intended that the system should preserve the principle of visibility of share ownership, even if it further encourages the use of nominee names for registration of share ownership.

Mr Kent declined to estimate the cost of the new system, but he was "hopeful" that it would be less than that of Taurus. He said none of the investment made in Taurus could be put to use in the new system.

The move to five-day rolling settlement is likely to force private investors to place their stock in the nominee name of their broker - a move many are

likely to resist.

Participants in Crest will have the option of "dematerialisation" - receiving notification of ownership by computer only - or may receive certificates if they wish.

Crest will also be able to handle most "stock events" such as dividends, announcements of rights issues and proxy voting.

Participants in Crest would have to have accounts at one of the settlement banks. The Bank of England intends to admit as settlement banks only those which are now part of the Clearing House Automated Payments System (Chaps).

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## Waigel says German budget deficit may delay Emu entry

By Quentin Peel in Bonn

MR Theo Waigel, the German finance minister, yesterday warned that Germany would be unable to join a European monetary union in either 1997 or 1998 unless it took further radical action to curb its budget deficit.

He insisted that there could be no suggestion of relaxing the economic convergence criteria for Emu - including strict limits on budget deficits, government debt and inflation - and that Germany itself would be hard pressed to comply.

Mr Waigel was giving evidence before the German constitutional court in Karlsruhe, which yesterday began hearing complaints against the ratification of the Maastricht treaty.

In response to questions over the future stability of a single European currency, the finance minister insisted that it would prevent turbulence in the Euro-

pean money markets, and prove stronger in competition with the dollar and yet with the present European Monetary System.

His colleague, Mr Klaus Kinkel, foreign minister, also weighed in with a staunch defence of the treaty, reminding the court it was approved by overwhelming majority in the German parliament with only 16 votes against.

He warned that any decision by the court to declare ratification invalid would cause a huge loss of international confidence.

The court is hearing a series of challenges to the treaty, on the grounds that it infringes the individual rights of German citizens, by undermining the country's sovereignty. The complainants include four Green members of the European parliament, and Mr Manfred Brunner, a former chief of cabinet to Mr Martin Bangemann, the senior German commissioner in Brussels.

The Green MEPs have based

their challenge on the lack of democratic control at European level over the actions of the European Commission and EC council of ministers. Mr Brunner maintains that the treaty offends the constitutional definition of Germany as a "democratic and social, federal state".

Mr Waigel said in his evidence of Emu that the recent upheavals in the European currency markets demonstrated "how sensitive the current European currency order is... Such tensions can only be fully avoided through a joint monetary policy".

He insisted, however, that only by strictly maintaining the economic convergence criteria for Emu could a genuinely stable currency be created, and that meant that Germany could not take its own membership for granted, because of its level of budget deficits, running at some DM70bn (£41bn) this year, or 15 per cent of the budget.

## Outlook for US industry weakens

Continued from Page 1

dismal end to the second quarter," said Mr Robert Brotz, a spokesman for purchasing managers.

A sub-index measuring new orders fell from 53.5 per cent to 49 per cent in June.

Indices measuring export orders, manufacturing production and employment also weakened last month.

Mr Jason Bram, a Conference Board economist, said the euphoric mood among many businessmen at the beginning of the year had evaporated. But confidence varied significantly among sectors. Chief executives in finance and business services were the most positive while "manufacturers of food, textiles and apparel have become very negative".

Yesterday's reports were the latest in a series of weak economic figures.

## THE LEX COLUMN

### Schlesinger marks time

Given the time it took to get round to it, yesterday's half point cut in the Bundesbank's discount rate was less dramatic than it seems - which is perhaps why, after a moment of initial excitement, exchange and bond markets shrugged it off. It is two months since the Bundesbank last cut official rates: the looping summer holiday period means it could be almost two before it cuts again. That is a long time to wait for only half a point. In past recessions, the bank has cut by a point at a time. Yesterday's decision simply means that the policy of drip-feeding tiny cuts in the repurchase rate will continue.

Mr Helmut Schlesinger of the Bundesbank presumably feels comfortable with this because he believes the German economy has reached its nadir. Latest industrial production and business confidence data at least suggest that economic output may have stopped falling. But it is hard to see where recovery will come from and the Bundesbank's continuing caution may place worrying pressures on France. The bank's behaviour indicates a determination to ensure that the German currency does not lose its anchor role within the ERM. That, in turn, means France will be lucky to get away with interest rates lower than those of Germany over anything other than the short term. The Bundesbank may have given it some leeway to do so by a small amount if only because the markets will anticipate another German rate cut at the end of August. Whether that will be enough to alleviate the strain on the French economy is moot.

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## RECRUITMENT

**JOBS:** Real-life survivor tells how organisations' political problems can be tackled and tamed

**G**IVEN the vogue for performance reviews nowadays, even readers who don't regularly carry out appraisals will be used to having same thrust upon them. But how many of you, I wonder, have had a managerial colleague spontaneously approach you and say: "I'm most interested in hearing from you about things which you think I could improve my performance by changing. Also, any things that you believe are important, yet you believe that I do not see."

The Jobs column's guess is that it hasn't happened to very many of you, although no doubt the odd case occurs. Even when it has done, however, I'd take bets that the colleague wasn't the chief executive of your company.

The sole recorded instance I know of is in the *outfit* I wrote about four weeks ago. As enduring readers may remember, it was set up by seven high-fliers who'd decided they could no longer bear the organisational politics in the separate management consultancies where they had worked before. Their avowed aim in establishing their own consultancy was that its internal dealings would be open and straightforward.

Alas, it nevertheless soon turned into a political snake-pit at least as bad as any they had left. The worst of the slythly manoeuvring, moreover, was being perpetrated by the seven founders themselves. Fortunately, unlike the numerous top managements

## The company that rose from the pit

that turn a blind eye to such counter-productive problems, they elected to tackle them and called in Harvard University professor Chris Argyris to help to set matters to rights.

In his book "On the remedial project", the professor tells how the one of the seven who'd been made chief executive decided that, as he appraised the work of his six fellow-founders, they should be given a chance to appraise his. He therefore called them all to a board meeting, and began with the words I quoted early on.

My own impression that such events are unusual is confirmed by Chris Argyris, who says: "Rarely does a chief executive officer bring his or her group together in order to review the CEO's performance. A few CEOs might hold a private review with a close colleague. Few would consider doing it with their entire group, and even fewer would actually implement it."

That set me wishing - along with well over a dozen other people who have inquired these past weeks - that I knew the consultancy's name. After all, such an unusual chief executive would

"Knowledge for Action. Jossey-Bass, San Francisco (ISBN 1-55542-519-4). \$29.95.

surely have interesting things to say. But since the professor scrupulously refrains from identifying the outfit, I'd settled for disappointment... until the fax suddenly reeled out a message from the rare specimen himself.

He is 39-year-old Mark Fuller, and his consultancy is the Monitor Company based in Cambridge, Massachusetts. He tells me it started in 1983, and over the next three years grew to employ nearly 100 people. Meanwhile, however, the distrustful politicking was blocking useful action to the extent that the business was in danger of breaking apart.

Then came the decision to call in Chris Argyris and start the remedial programme. And what is the result?

Today, Monitor has over 460 on its payroll, including 350 consultants. It has three United States branches and others in Toronto, Tokyo, Seoul, Milan, Munich, Madrid and London besides the European headquarters in Amsterdam.

The chief executive says US clients include 17 of the top 35 companies listed by Fortune, and comparably substantial organisations in other lands. "So getting to grips with our political difficulties looks to have paid off," he adds.

Since the task must have sharpened his consultant's eye for similar snake-

pits elsewhere, does he think that the problems which bedevil organisations are more often political than of the financial or other technical kinds?

"In most cases I see, not only are the majority of the problems political, but the proportion is growing. Companies have greater technical resources than they had in 1983 - spreadsheets, for example. But that kind of expertise can't help if there are taboos on sharing or even collecting certain information, or when the truth dare not be told."

Does he agree with Chris Argyris that the prime cause of such troubles is, not anything anyone does badly, but a polished skill virtually all of us begin acquiring before we can walk?

The professor thinks the root is the defensive tactic of countering personal threats by first bypassing the problem, then covering up the by-pass, covering up the cover-up and so on. Hence the law of organisational stupidity named after him, Argyris's Archetype, which states: *The more threatening a problem to those responsible for solving it, the deeper it will become ingrained under ramifying layers of camouflage.*

For the most part, yes," Mark Fuller says. "The root is defensive manoeuvres by individuals, although the trouble

doesn't always start in the top ranks as it did with us. But when it does, it sure as hell cascades downwards, spreading and intertwining as it goes."

When Monitor's consultants see a client concern is struck by politicking, how safe do they feel in saying as much to its chiefs? After all, the top bosses may well owe their own positions to playing the power game better than more technically capable people below.

"Well, that might be so - and the only reason they're offering us an assignment could be that they want a report that helps their play. But if in that case, it would soon be clear to both them and us that we wouldn't get along. If we're going to be able to help clients, we must be free to tell the truth."

There are, however, more and less useful ways of telling it, he adds. One of the lessons Monitor has learned from Chris Argyris is that people's self-protective manoeuvring can only be made worse by talking to them in a way that makes them feel more threatened than they were in the first place. Discussions must be "crafted" to avoid triggering defensive reflexes.

"So long as that's done," Mr Fuller says, "we find clients are more and more ready to face up to what's really

stopping them from being effective. For one thing, they'll usually have tried out technical prescriptions like total quality and so on, and found they don't work. For another, these days there are fewer safe havens where businesses snared up by power games can survive.

"Of course, that doesn't apply in the not-for-profit sector, where they're still flourishing - and I don't simply mean government organisations. Universities, for example, are as bad as any."

Nor would he except the schools of management. Although he has lost the close knowledge of them he had as a student and tutor at Harvard Business School, they strike him as paying scant heed to political problems as opposed to the technical sort.

"Mind you, universities aren't geared to teaching the lessons we've had to learn. The only way is by concentrated experience which is really frustrating because, try as you might to get rid of them, the defensive routines keep reasserting themselves. There's so much deep habit to be unlearned before you can start learning to act differently. Even though it's seven years since we called in Chris Argyris, we're still short of a clean bill of health."

"But there's one thing I can assure you. Nobody who had changed to the new way of working would ever want to go back to the old one."

**Michael Dixon**

### Research and Product Development

#### Competitive Salary & Benefits

**NatWest Markets**, the corporate and investment banking arm of the National Westminster Bank group, is seeking to expand the research and product development activities in its Treasury, Capital Markets, Equities and Structured Products operations.

You will be a primary source of probabilistic and statistical expertise and will work on state-of-the-art models and techniques. You will share the responsibility for modelling and analysing all complex derivatives, and will perform fundamental research to be published in mathematics and finance journals.

The ideal candidates will have a Ph.D in some Branch of Probability or Statistics and a reasonable amount of computing experience. You will also require the confidence to deal effectively with senior management and to demonstrate individual flair through the contribution of ideas.

Please write, enclosing your full C.V., to John Burnett at the address below. The closing date for receipt of applications will be 21 July 1993. All enquiries will, of course, be treated in the strictest confidence.



NatWest Markets  
Corporate & Investment Banking

NatWest Markets, Human Resources, 12th Floor, 135 Bishopsgate, London EC2M 5JR

### US/UK Qualified Lawyer

We require a US or UK qualified lawyer for a position within our in-house legal department with responsibility to provide legal and compliance advice to capital markets, trading, private client and private banking businesses situated in the UK, Europe and the Middle East as well as general corporate matters.

The successful candidate will have 4 to 6 years' experience with a law firm or financial institution. He or she will also combine a sound understanding of the law with the ability to grasp the practical workings of the Firm's business, be capable of assuming responsibility with a minimum of supervision, organising a full and diverse workload and reacting quickly.

The incumbent will be required to advise on all applicable securities regulations and laws, including those of SROs, as they apply to the Firm's business in Europe and the Middle East.

Please write, enclosing full cv and salary history, in complete confidence, to Alan Beazley, Personnel Manager, Merrill Lynch Europe Limited, Ropemaker Place, 25 Ropemaker Street, London EC2Y 9LY.

**Merrill Lynch**  
A tradition of trust

A LEADING FINANCIAL INSTITUTION IN KUWAIT IS LOOKING FOR

### CHIEF ECONOMIST

#### Position:

To head the economics division of the bank, provide senior management with macroeconomic analysis and advice on a broad range of issues, developments in regional and local economics.

Also expected to interact with members of the international media and organisations.

#### Qualifications:

Ph.D in Economics or satisfactory completion of the course work for the Ph.D with specialization in macro-economics, and solid training in computer analysis and statistics.

At least 3-5 years of relevant experience related to the functions of the position is required.

Proficiency in English & Arabic is essential.

An competitive package will be offered to the successful candidate.

Applicant should send their curriculum vitae, copy of their passports and salary and benefit details to:

**GENERAL MANAGEMENT**  
P.O. Box 95 Safat  
13001 - KUWAIT  
Fax No. (965) 2462469

### SCANDI CURRENCY TRADER

Den norske Bank London's dealing room is active in spot and forward foreign exchange, the money and derivatives markets and the Norwegian equities market. It provides a range of dealing services for bank and corporate counterparties.

Den norske Bank is Norway's largest banking group. It has a commitment to retaining a strong dealing presence in London. One of the Bank's spot traders is returning to Norway at the end of a 3 year secondment, and the Bank is now looking for a replacement Scandinavian currency trader to maintain its strong position in the Scandinavian currency markets. Candidates should have at least 2 years' experience of spot market trading in Norwegian or Swedish Kroner. A working knowledge of Norwegian or Swedish would be an advantage.

A competitive salary along with the full range of banking benefits will be offered to the successful applicant.

Written applications should be sent to Mrs T. Foley, Personnel Manager, Den norske Bank, 20 St. Dunstan's Hill, London EC3R 8HY.

**Den norske Bank**

### CITY TRAINING

#### Attractive remuneration package

Financial Training City Courses is the market leader in the provision of training for the financial services sector.

We are currently seeking to expand our existing team of professional tutors.

If you are interested in this opportunity, please send your CV to:

Andrew Gee  
The Financial Training Company Limited  
136 - 142 Bramley Road  
London W10 6SR



THE  
FINANCIAL TRAINING  
COMPANY

### EXCEPTIONAL OPPORTUNITY

#### IN PARIS

#### QUANTITATIVE ANALYST/RISK MANAGER

A London based Investment management company is establishing a Paris office for investment research/analysis and administration. This company can offer an excellent career opportunity in an extraordinarily positive work environment. The ideal candidate should be a French national, having had a minimum of three years experience in the proprietary research/trading department of a leading investment or commercial bank, focusing on international fixed income markets and derivative products. A strong academic background in quantitative analysis; with systems experience in C++, Excel and Paradox, together with some financial accounting background would be beneficial for this position. Please respond with CV and compensation requirements to:

Valoreana  
17 Belgrave Place  
London SW1X 8BS

### EXETER COLLEGE

#### OXFORD

#### The Rectorship

The Fellows are proceeding to the election of a Head of the College in succession to the late Sir Richard Norman. Any suitably qualified person, of either sex, who wishes to be considered or would like to suggest the name of someone who might be considered for this position, is invited to write in confidence to the Sub-Rector, Exeter College, Oxford OX1 3DP, preferably by 26 July 1993. The College's choice will not necessarily be limited to those whose names come forward in this way.

### BANEXI

#### CROSS BORDER M&A SPECIALIST

Banexi (UK) Ltd, the London office of Banexi, the merchant bank of BNP, is seeking to appoint an executive at a senior level.

The candidate, aged 28 to 35, should have:

- experience in marketing and executing M&A transactions in an international environment;
- a minimum of 4/5 years experience in M&A/Corporate Finance with a major London-based merchant bank;
- a good command of French.

Interested candidates should send their curriculum vitae, which will be treated in strict confidence, to the Managing Director, Banexi (UK) Ltd, PO Box 783, 18 King William Street, London EC4N 7BQ.

### A Career Development Opportunity

#### UK EQUITY ANALYST

London

Clerical Medical is a major force in the investment world with assets under management of some £28.5 billion. For over 160 years, growth has been carefully planned and efficiently managed to ensure the highest standards of customer service and security for our investors. Our broad spread of financial products ranges from pension fund management through life assurance arrangements to unit trusts.

You will play an important part in an equity research team which works closely with Fund Managers on the UK equity portfolio under management. The main focus will be analysis of industry sectors and making investment recommendations. Considerable contact with stockbrokers and senior company management will be involved in this responsible role, requiring development of appropriate communications skills.

Ideally you will be a graduate in your mid to late 20's with 2-3 years' experience in the Finance or Treasury department of a commercial organisation. Evidence of a good working knowledge of accounts and an ability to work with spreadsheets is essential.

At Clerical Medical you will have every opportunity for continued career development. We offer a competitive salary, depending on qualifications and experience, plus excellent benefits including a non-contributory pension, private health insurance and a mortgage subsidy after a qualifying period.

Please write with full CV to: Nick Morgan, Senior Personnel Officer, Clerical Medical Investment Group, 15 St. James's Square, London SW1Y 4LU.

### Clerical Medical

INVESTMENT GROUP

THE CHOICE OF THE PROFESSIONAL



### Major Pension Fund - Global Fixed Interest

#### INVESTMENT ANALYST

Central London

ICI Investment Management Limited (ICI-IM) manages the ICI and other pension funds which have assets of over £5bn. This small, highly experienced research team now wishes to implement its planned strategy for the 1990s and is seeking an enthusiastic and self-motivated Global Fixed Interest Analyst.

Based in Covent Garden, your responsibilities will include giving specialist advice on individual bonds, markets and currencies which will involve close contact with fund managers and stockbrokers. There may also be the opportunity to become closely involved in the management of one or more smaller pension funds, particularly in managing overall liquidity.

You should have a degree and at least one-two years' experience in the bond and/or currency markets.

This position offers a competitive salary and plenty of opportunity to use your initiative and consolidate your experience in a world-class company.

Please apply in writing to Miss Amanda Anderson, Personnel Officer, Head Office Personnel, ICI Group Headquarters, 9 Millbank, London SW1P 3JF, by Wednesday 1st July 1993.

ICI is an equal opportunities employer.

# Head of Marketing - UK

## Global Corporate Banking

### Attractive Salary & Bank Benefits

Outstanding opportunity to develop and implement marketing strategy for the UK based Global Corporate Banking division of a major banking group.

#### THE COMPANY

- International banking group. London HQ. Unique global branch network.
- Global Corporate Banking - UK operates from London and 6 offices in UK.
- Dedicated marketing team to support development of this expanding and profitable business.
- THE POSITION**
- Establish and manage professional marketing group, supporting corporate banking sales teams.
- Create and implement marketing strategy, emphasising: corporate client research, sales monitoring and public relations.
- Provide analytical capability to back up business activities and to produce long-term business plans and feasibility studies.

N B SELECTION LTD  
a Norman Broadbent International  
associated company



- Report direct to Head of UK Corporate Banking. Work closely with senior managers and bank's group marketing function.

#### QUALIFICATIONS

- Dynamic marketing professional. Eager to lead a first class function.
- Graduate with marketing qualification. FMCG trained, with experience in consultancy or industry. Financial services experience preferred.
- Energy, ideas, conviction and vision. Superb interpersonal and communication skills. Strategic thinker. Credible at all levels.

Please write, enclosing full cv, Ref M2446  
54 Jermyn Street, London SW1Y 6LX

City

# Phoenix Fund Managers

### Manager - Unquoted Investments

Part of the Phoenix Partnership, the highly successful private investment banking partnership based in the City, Phoenix Fund Managers was established in 1991 to invest in development capital, management buy out and recapitalisation opportunities. It manages a £50m fund which is now partially invested in 7 transactions where the average retained investment has been £2m. Phoenix seeks to add an experienced executive to the team, with potential to join the partnership.

#### QUALIFICATIONS

- Graduate, probably professionally qualified, ideally with successful record of unquoted/venture capital investments. Industrial experience valuable.
- Able to originate and complete transactions, monitor and realise investments. Excellent investment judgement essential.
- Self starter and team player. Ambitious to attain partnership. Aged 27-35.

Please write, enclosing full cv, Ref LM2451  
54 Jermyn Street, London SW1Y 6LX

London 071 493 6392  
Bristol 0272 291142 • Glasgow 041 204 4334  
Aberdeen 0224 638080 • Slough 0753 819227  
Birmingham 021 233 4656 • Manchester 0625 539553



N B SELECTION LTD  
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associated company

### Sydney

With a reputation founded on innovation, service and prudent risk management, this investment bank has an enviable record in the Australian marketplace.

As part of their strategic growth, they seek to appoint an experienced spot trader to their Australian dollar desk. The role will encompass high volume, high profit activity with an investment bank possessing a 24 hour presence in the market.

Candidates will have a minimum of 2-3 years trading experience, ideally gained in the Australian dollar markets. Preference will be given to candidates who can display a track record of success in a high volume dealing environment. In addition, you must possess the drive and ambition that will contribute to the ongoing success of this committed and highly

### Excellent Package

profitable team of professionals. Applications are welcome from Australian residents currently based overseas or, alternatively, non-Australians looking to work in Sydney.

Our client is committed to secure the services of an exceptional individual and will sponsor the successful candidate and pay appropriate relocation costs. In addition, a highly attractive performance based remuneration package will be negotiated.

For further information in strict confidence, please telephone Anthony Cook in London on 071-240 1040, or Jon Michel in Sydney on (612) 256 0333. If you prefer, forward a brief résumé quoting reference number 2/1470 to Morgan & Banks Pic, Brettenham House, Lancaster Place, London WC2E 7EN.

**Morgan & Banks**  
INTERNATIONAL

Provident Capital

Provident Capital is one of the fastest growing financial services groups in the UK. Over the past seven years assets under management have grown ten fold and are now in excess of £1.5 billion.

Provident Capital Portfolio Managers, the Investment arm of the group, has a stable, committed team of investment professionals and has delivered superior investment performance for its clients over several years.

We now wish to add to our team an established and successful International Equity Portfolio Manager. You will have managed money with an International brief for a period of at least three years and will have knowledge of several International markets.

### PORTFOLIO MANAGEMENT

Each member of our team is self-motivated, energetic, committed to standards of investment excellence and ambitious for top fund performance for our clients. We are offering a competitive base salary, a performance related bonus, company car and other fringe benefits.

To apply for the position please write, enclosing a full CV, to:

Kevin Carter, Group Investment Director  
Provident Capital Portfolio Managers Limited  
2 Bartley Way, Hook, Basingstoke, Hants RG27 9XA



Committed to your future

### MARTIN BIERBAUM DERIVATIVES

The Martin Bierbaum Group now employs more than 800 staff in 10 offices in the world's major financial centres. Following the recent acquisition of 100% of this international money and securities broker by TRIO HOLDINGS PLC, a fully listed Public Company, opportunities are being sought to extend the existing product range, complementing the Group's traditional strength in Foreign Exchange broking, and in particular a global strategy has been implemented for the broking of derivative instruments.

A new dealing room in the London offices has been commissioned and the first brokers recruited for a new team focusing on derivatives, whilst the existing teams in New York, Frankfurt and Hong Kong are being substantially strengthened.

**OPPORTUNITIES EXIST** to join the new broking team at its outset with the goal of creating a centre of expertise, innovation and excellence in all aspects of monetary derivatives including interest rate swaps, interest rate options, caps, collars, floors and swap options. Successful candidates will need to possess:

- Degree at least II or better, or recognised post-graduate or professional qualification.
- English plus at least one other language.
- Age below 30.
- Relevant banking, dealing or broking experience.
- High motivation, outgoing personality, drive and enthusiasm.
- Computer literacy.

Please contact in strictest confidence:

David Hagan, Executive Chairman, TRIO HOLDINGS PLC 4 Deans Court, London EC4V 5AA (071-489 8033)

### City

This UK based research team is part of one of the largest International Securities houses in the world. Their size and international growth enables the organisation to have a satellite strategic planning unit. There is now a need to recruit several individuals to strengthen the team.

The roles will require the individuals to provide research capability at very senior levels both internally and externally. Projects will be varied with the specific purpose of identifying new business areas worldwide and enhancing interdepartmental liaison.

#### Business Analyst - 2/1468

A strong academic and economic background is essential and he/she must also be commercial, energetic and flexible. Ideally late 20's to early 30's. Some experience in consultancy, strategic planning or related areas is desirable. Alternatively post graduate studies are acceptable.

### Neg + benefits

An additional European language would be an advantage. Excellent analytical, written and communication skills are a prerequisite.

#### Assistant Analyst - 2/1469

A recent graduate is immediately required to assist with the current workload. A bright commercially minded individual with good economic knowledge and some experience of project writing.

A competitive salary package will be offered, according to experience, including usual banking benefits. Career development prospects are excellent.

Please send your resume to Anthony Cook, quoting reference no. at Morgan & Banks Pic, Brettenham House, Lancaster Place, London WC2E 7EN or if you prefer call on 071-240 1040.

**Morgan & Banks**  
INTERNATIONAL

### BANK OF GHANA VACANCIES

The Bank of Ghana based in Accra, Ghana is the Central Bank of the Republic of Ghana. The Bank is currently undergoing institutional strengthening to enable it to perform efficiently its core Central Bank functions in a liberalised environment through financial and organisational restructuring.

In this regard external financing facility has been raised to enable the Bank to fill vacant positions for which applications are sought.

#### 1 MONETARY ECONOMIST

Well versed in monetary policy analysis and the financial markets, the appointee will be required to undertake the following:

- Review the bank's Open Market Operations framework and advise on further measures to enhance its effectiveness including the development of new market instruments.
- Undertake together with existing staff relevant studies to improve the conduct of monetary policy and the orderly development of the function financial markets in Ghana.

#### REQUIREMENTS:

- Relevant PhD or Master's Degree together with familiarity in the use of IT tools.
- Proven high-level professional experience.

- To assist in developing technical specifications for Tender documents as well as evaluation criteria.
- To assist in defining the pre-implementation tasks especially the development of technical specifications of the application systems identified in the IT Programme.
- To assist in the implementation of the Mainframe - PC linkages.

- To review user and functional requirements and in identifying critical areas not currently covered in the ITP but which may be needed in the future.
- To develop new procedures, controls and security measures to streamline processing of Banking Operations and of new information systems.

#### PROFESSIONAL BACKGROUND:

To be able to perform Duties listed as A(i) to A(iv), the Consultant must be an I.T. Specialist with wide experience and expertise in software engineering. Extensive experience in the design, installation and testing of Wide Area Networks, Mainframes and PC connectivity and Network integration.

The Consultant must have extensive experience in senior management position in a Central Bank or must have undertaken extensive consulting assignments in central banking and also have knowledge of automation and functional procedures in central banking operations environment. This is particularly required in performing Duty items No. (B).

#### SERVICES DELIVERY PERIOD:

Services are required during three of a six stage (tender) plan period:

#### STAGE 1: 182: 3 MONTHS

For performing tasks identified under Duties A(i), A(ii), B(i). Required during Hardware/Software procurement phase.

#### STAGE 2: 4: 4 MONTHS

For task item A(iv) and post implementation reviews. Required during implementation phase.

Duration: Should not exceed maximum of ten months (10 months) consultancy services.

#### 2 ACCOUNTING SPECIALIST

The bank has taken the major step of integrating all accounting functions previously scattered among the various operational centres. The objective is to maintain an efficient accounting system to ensure that all transactions are recorded in the proper books of account and that the books are true and fair. At the end of period results of the bank's operations and also of its financial position are to be prepared. Corresponding measures taken include the development of a new Chart of Accounts for easy identification of transactions belonging to broad groupings of final account headings.

The bank now requires the services of an Accounting Specialist for the following tasks:

- Review of accounting system of the bank to assess its efficacy for the attainment of the stated objectives.
- Design and install an appropriate accounting system for central bank application.

- Design and install a chart of accounts for easy identification of transactions and financial report preparation, particularly as regards transactions on Government accounts.

- Design and install an effective budgetary control system to meet monitoring and reporting needs.

- Redesign roles in the finance function to eliminate overlaps and gaps in responsibility without impairing efficiency.

- Review the Reconciliation function and implement measures that will promote the speedy elimination of discrepancies.

- Design and install an efficient payroll system.

- Establish an efficient data-base and back-up to the accounting system.

- Design a system for the maintenance and management of source input documents such as vouchers, cheques etc.

#### REQUIREMENTS:

- Internationally recognised professional qualification in Accountancy.
- A minimum of ten (10) years post qualification experience in a Top Management position in a Central Bank with specific responsibility for accounting functions.
- High level professional experience in IT design and central bank accounting software applications.
- Rich experience in Financial Accounting, Management Accounting and Finance.

Duration: Not exceeding 6 months.

#### 3 I.T. SPECIALIST

An Information Technology Plan (ITP) has been developed for the bank to be fully implemented over a period of three years, and the bank requires the services of an I.T. Specialist for the following aspects:

- To review the work done by the local consultant on Computerisation Programmes in the bank especially the software engineering and the hardware technical architecture.

- To assist in determining and analysing workloads, volumes and mode of use of machines so as to establish the power of requisite equipment.

- To develop the foreign exchange management function by defining optimum portfolio diversification and liquidity.
- To establish counter-parties for tailored deals.
- To institute performance evaluation system.
- To identify training needs of staff and recommend training strategies.

- To review the interbank market for foreign exchange in Ghana and suggest measures for the achievement of resilience in the market including forward market operations etc.

#### REQUIREMENTS:

High level professional experience in foreign exchange and the financial markets.

#### DURATION:

3 months

#### REMUNERATION:

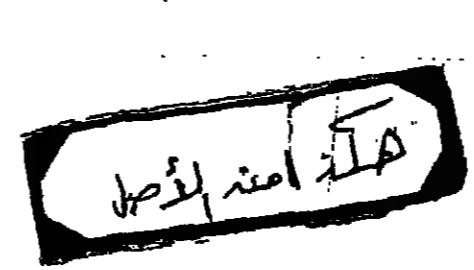
Remuneration for all positions (including passage) payable in foreign currency, attractive and negotiable.

Preferred ages 35+. Applications should reach the Bank not later than 30 July, 1993, and are to be addressed to:

THE SECRETARY, BANK OF GHANA, P.O. 2674, ACCRA, GHANA  
Telex 2052 GH, Telephone 233-21-682361 / 233-21-68241

Please contact in strictest confidence:

David Hagan, Executive Chairman, TRIO HOLDINGS PLC 4 Deans Court, London EC4V 5AA (071-489 8033)



McKinsey &amp; Company

# What can McKinsey offer a high-flying ACA?

As an outstanding performer with a leading accountancy firm or blue-chip business, you will naturally have high career aspirations - and you may also be keen to broaden your experience. If so, management consulting at McKinsey can offer you both diversity and intellectual stimulus - as well as access to top decision-makers. At the same time, it will provide high-level participation in key financial and general management issues.

We continue to recruit high-calibre people from a variety of disciplines in order to provide our clients with the fullest range of expertise, and

exceptional ACAs already thrive in our demanding multi-disciplinary environment. We are now looking for a number of individuals who combine an excellent academic record (2:1 or better and consistent first-time passes) with between 3 and 7 years' impressive post-qualification experience. Significant exposure to areas other than mainstream audit - such as commercially-focused special assignments - is a prime requirement.

As one of the world's leading management consultancies, we can offer you the opportunity to work with the top management of major corporations

on issues of strategy and organisation designed to effect substantial improvements in performance. Such experience, gained within an organisation committed to excellence, will serve to accelerate your personal development - whether you intend to rise within McKinsey, or ultimately move into general management.

Whilst these opportunities are based in London, client engagements are undertaken throughout the UK, and there may also be opportunities to work overseas. First-class salaries are complemented by an extensive range of benefits including company car and relocation assistance if appropriate.

We are also interested to hear from any non-ACAs who have gained comparable high-profile experience in corporate finance or securities and investment regulation.

To apply, please send your detailed cv to Ms Sarah Webb, Recruitment Manager, McKinsey & Company, 74 St James's Street, London SW1A 1PS, to arrive no later than Friday 16th July 1993, quoting ref: CA/FT/83.

## INTERNATIONAL CONSULTING FIRM SEEKS ASSIGNMENT TO UKRAINE AND RUSSIA

### PROFESSIONAL BANK CONSULTANTS IN:

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- Information Systems
- Back office
- Risk management
- Cash management
- Branch management

Minimum period 3 months to one year. Accommodation provided.

Previous experience in Eastern Europe or former East Germany will be appreciated.

Knowledge of Russian a plus.

Please send your C.V. and photo to: Box B1560, Financial Times, One Southwark Bridge, London SE1 9HL.

The London Branch of a major European Bank requires a

### CREDIT ANALYST

Salary £18,000 - £21,000 p.a. plus benefits

Minimum 2 years experience. Knowledge of Lotus 123/Windows useful but not essential.

CV's should be sent to: Box B1569, Financial Times, One Southwark Bridge, London SE1 9HL.

## Midland Global Markets

### Head of Compliance

#### City

The recent formation of Midland Global Markets brings together the highly successful treasury and capital markets operations of Midland Bank and HongkongBank in London, New York and Tokyo.

The merger of activities has created the need for an accomplished compliance professional to join in the new position of Head of Compliance, Midland Global Markets.

Reporting to the Treasurer, Global Markets and the Midland Bank Compliance Director, the appointee will have direct responsibility for managing the compliance function in London, New York and Tokyo, ensuring global co-ordination. He/she will work closely with line management in the three centres, providing a high quality advisory service in respect of new and existing regulations.



#### SEARCH & SELECTION

CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TELEPHONE: 071 287 2820

A GKR Group Company

#### Substantial Package

Candidates for this challenging new role should be qualified professionals with a minimum of five years' compliance experience in the treasury and capital markets areas. Detailed knowledge of the regulatory requirements of the Bank of England, SIB, SFA, the Stock Exchange, LFFE, the SEC and other international regulators is essential, as is familiarity with relevant products and services. In addition to good interpersonal and communication skills, important personal attributes will include excellent analytical ability and a constructive approach to problem-solving.

The competitive remuneration package includes the full range of banking benefits.

Please send a detailed CV to GKRS at the address below, quoting reference number 2001 and including details of current remuneration and availability.

## Gas Marketing Manager

### A U S T R A L I A

The Broken Hill Proprietary Company is an Australian multinational resource company. BHP Petroleum is a wholly owned subsidiary of BHP and is expanding its exploration, production and refining business worldwide. In particular it is developing and expanding its natural gas business and associated products in Australia.

This is an opportunity to join the Company in a key position which will have a significant impact on our profitability in the next decade. BHP Petroleum is one of Australia's largest producers of natural gas and associated products. Total sales being in excess of \$530 million.

As the Manager, Southern and Eastern Gas Businesses, you will be responsible for significant leadership in the marketing and effective commercialisation of existing and future gas resources in South Australia, Victoria, Tasmania, New South Wales and Queensland. You will report to the General Manager, Bass Strait and Natural Gas in the Australia Division and will be located in our Melbourne Office. The Division is presently deploying quality initiatives as a central thrust of its objective of achieving significant shareholder value growth.

You are an experienced gas marketer with a proven record of developing profitable businesses: a creative and independent strategic thinker and a performance focussed leader with negotiating skills of the highest order.

You will be required to improve the future profitability of the Division by enhancing the value of existing contracts and developing new and existing markets. Additionally, you will manage key business development strategies, and lead your team in negotiations with governments, joint venture partners, gas and electricity utilities, industrial consumers and internal BHP customers. You will also have the ability to lead and to participate effectively in multi-functional cross department teams with a high degree of customer focus.

You will have an honours degree in commerce, law or a technical area with a minimum of 15 years' business experience. At least 10 years should have been in the oil and gas industry including direct responsibilities in initiating, negotiating and implementing the commercialisation of gas resources and business development: preferably including negotiations with governments to shape the industry. Experience in power generation and combined heat and power would be valuable.

We are an equal opportunity employer and have a non-smoking work environment. Written applications should contain full particulars including qualifications, experience and telephone numbers (business and private for easy contact), be marked 'Confidential' and addressed to the Company Recruitment Adviser:

Alasdair Graham, Associates  
97 Ayr Road, Newton Mearns, Glasgow G77 6RA.  
Fax: 041-639 2918.



## U.S. INVESTMENT BANK

#### City

As part of its commitment to an expanded role in international markets, the London office of a major US investment bank is seeking experienced Swap, Latin American Debt Trading and Capital Markets Origination professionals to join the Syndicate-Capital Markets Group. This highly skilled team specialises in the origination and syndication of international debt and equity products for an institutional client base.

#### Swaps

#### £45k + Substantial Package

The successful applicant will assist in the structuring and transacting of currency and interest rate swaps based on a thorough technical background in Swaps, and is expected to make a significant intellectual contribution to this creative and highly motivated team. There will also be opportunities to become involved in sophisticated multi-currency bond issues and to maintain marketing contact with a number of European institutional borrowers.

The ideal candidate, aged 24-28, will have a strong academic background with a good first degree and/or finance MBA, combined with at least 2 years' specific Swaps experience. Maturity, enthusiasm and independence of mind should be combined with an astute analytical approach. This confident and articulate individual will have excellent presentation and interpersonal skills.

#### The Position

- A member of the Corporate Banking Team with responsibility for analysing and evaluating complex financial information and preparing and presenting credit applications.
- Providing reasoned recommendations on the pricing and structuring of new facilities for major corporates.
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- A thorough understanding of trade finance and treasury products and their impact upon credit and risk management.
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Please write enclosing full CV to Nigel Blackey, ACIB, CIBC Associates, Chapel House, Borough Road, Altrincham, Cheshire, WA15 9RA or telephone 061 926 9279 to 8pm. Fax 061 929 9017.

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(MS/9175/1HT)

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Applicants should have a proven track record of 8 to 10 years in the Sales and marketing functions in the service industry and should currently be occupying senior managerial positions. Thorough knowledge of the transportation business as well as exposure to international markets will be essential to success. Excellent communication, interpersonal and leadership skills are also pre-requisites. The preferred age is between 35 and 40 years.

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The University is an Equal Opportunity employer and welcomes applications from all sections of the community. The University reserves the right to interview only those applicants who appear, from the information available, to be the most suitable in terms of experience, qualifications and other requirements of the post.

## ACCOUNTANCY COLUMN

### Elusive harmony

**Emmanuel Emenyonu and Sidney Gray assess 20 years of progress towards global standards**

**A**s the International Accounting Standards Committee celebrates its 20th anniversary this week, it is an appropriate time to consider how much progress has been made towards achieving the objective of promoting international accounting harmonisation.

Shortly after its creation in 1973, the IASC predicted in a progress report: "Provided that the initial enthusiasm and thrust with which the IASC was started is continued, its impact in the years to come will be important. It will take perhaps five to 10 years before its full effects are recognised, but after that they will increase each year. Accounts issued in every important nation of the world will comply with the standards promulgated by the IASC or will disclose the extent to which there has been non-compliance." In retrospect, this may seem to have been an optimistic prediction.

In practice IASC standards have often been flexible. They have often been difficult to enforce given its lack of influence in many countries where professional accounting organisations are permitted only a relatively minor role in standard setting.

Any progress in international accounting harmonisation, or lack of it, is of course

not just the responsibility of the IASC. Many other agencies are involved, including the United Nations and the Organisation for Economic Co-operation and Development, and the European Community. But the IASC is perhaps the only organisation to claim prime responsibility for promoting international accounting harmonisation around the world.

How much progress has the IASC made? What have been the successes and what are the remaining problems? Some insights into these questions can be gained from the results of our recently completed survey of five countries - France, Germany, Japan, the UK and the USA - covering 26 accounting measurement issues over the period 1971/72 to 1991/92. The aim was to assess progress in the last 20 years.

The sample covered 293 large listed companies reporting in both 1971/72 and 1991/92. The breakdown was: 25 from France, 42 from Germany, 54 from Japan, 82 from the UK and 96 from the USA. Given the size and significance of these companies and the importance of the countries involved, which are among the largest economies and stock markets around the world, it would seem reasonable to

expect that the impact of efforts to harmonise accounting internationally would be clearly discernible. Indeed, this is the kindest sample to choose, since a much tougher test of harmonisation would be to look at all member states of the IASC and to include both large and small companies, listed and unlisted.

We examined the annual reports in the sample published during 1971/72 and 1991/92 and highlighted a total of 26 accounting measurement issues. A "harmony index" was constructed for each measure, to assess the extent of international harmonisation. This index provides a range of values from zero for extreme diversity to one for an absolute uniformity of accounting methods.

Its calculation uses a variant of the Herfindahl index, a measure of concentration which has previously been used to study harmonisation. It is derived by multiplying the relative frequency of use of a particular accounting method across the countries and adding the results for all alternative methods. A summary of our findings in the table shows that progress towards harmonisation over the last 20 years has been mixed. Taken overall, it has been quite modest, with an increase in the average har-

#### INTERNATIONAL ACCOUNTING HARMONISATION: 1971/72-1991/92

Index	1971-72	1992-93	% change
Consolidation method	0.0963	0.9269	862.5
Investments in Associates	0.7784	0.9376	20.4
Treatment of goodwill	0.6885	0.5441	-20.7
Rate for translating income statement of subsidiaries	0.5417	0.7039	29.9
Treatment of Translation differences	0.5377	0.5063	-5.8
Treatment of Exchange differences	0.2323	0.8193	250.2
Method used to assign cost to inventories	0.3853	0.2825	-26.7
Measurement basis for recording inventories	0.6781	0.7564	11.5
Definition of market value	0.6184	0.6990	13.4
Cost basis for recording property, plant, equipment	0.7629	0.7906	3.6
Gains/losses on disposal of property, plant, equipment	0.7093	0.9777	37.8
Method of accounting for depreciation	0.3294	0.2295	-30.3
Method of valuing long-term investments	0.8471	0.6088	-26.1
Gains/losses on disposal of long-term investments	0.5803	0.9899	85.9
Method of valuing current investments	0.5731	0.7682	33.7
Gains/losses on disposal of current investments	0.6269	0.9914	41.6
Method of accounting for borrowing costs	0.9425	0.3843	-59.2
Basis for providing for deferred taxes	0.7782	0.2321	-70.0
Method of treating deferred taxes	0.4005	0.3953	-1.3
Accounting for extraordinary and exceptional items	0.9401	0.9950	5.8
Treatment of research expenditure	0.3692	0.6465	163.5
Treatment of development expenditures	0.4125	0.8095	119.5
Determination of the cost of pensions	0.9324	0.4882	-48.7
Treatment of past service costs/experience adjustments	0.9439	0.2601	-8.9
Method of accounting for long-term contracts	0.8670	0.5933	-11.0
Method of treating government grants	0.7300	0.6300	-16.0
Average Harmony Index Score	0.6230	0.6903	11.6

monly index score from a moderate level of 0.6230 to only 0.6903. This is an average increase in international accounting harmonisation of only 8 per cent from 1971/72 to 1991/92.

There were only 14 issues showing an increase in harmonisation. In 12 cases there was in fact a reduction in harmonisation or a higher level of accounting diversity. There are significant increases in treatment of consolidation, exchange differences, the treatment of gains/losses on long-term investments, and the treatment of research and development expenditures.

It is also noteworthy that there is a relatively high level of harmonisation in respect of investments in associates, the treatment of gains/losses on the disposal of property, plant and equipment, the treatment of gains and losses on the disposal of current investments, and accounting for extraordinary items.

Significant decreases include the treatment of goodwill, the costing of inventories, the method of depreciation, the valuation of long-term investments, the treatment of borrowing costs, and the treatment of deferred taxes and

the method of determining the cost of pensions. There is a relatively low level of harmonisation in respect of inventories, accounting for depreciation, and the basis for providing for deferred taxes.

Despite 20 years of effort, clearly there are substantial continuing problems facing those promoting international accounting harmonisation.

**Emmanuel Emenyonu** is a researcher at the Centre for International Finance and Accounting, University of Glasgow; **Sidney Gray** is professor of international business at the Warwick Business School



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For a confidential discussion or to apply, call Neil Ware or Lucy Ayton on 071-387 5400 (evenings 0923 819298 071-727 3564) or write/fax your CV to Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. (Fax: 071-388 0857).



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Please send a summary of how you match this requirement, with a curriculum vitae and salary details, quoting Reference PD 483, to Peter Dell at Ernst & Young Corporate Resources, 7 Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

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Please write, enclosing full cv, Ref LM2260  
54 Jermyn Street, London SW1Y 5LX

London 071 493 6392  
Bristol 0272 291145 • Glasgow 041 204 4334  
Aberdeen 0244 638080 • Slough 0753 519227  
Birmingham 021 233 4656 • Manchester 0625 339953

South East

# FINANCIAL CONTROLLER

## EMERGING MARKETS

Czech Republic

Attractive Expatriate Salary + Benefits

An exciting opportunity has arisen within the Czech operation of this highly profitable blue-chip PLC. A market leader in the field of environmental services, our client has expanded significantly in the last 2 years, and is poised for further growth.

Consequently, a Western-trained finance executive with strong commercial and business skills is required. Reporting to the Managing Director in the UK, and the General Manager locally, your challenging role will include:

- Establishing an accounting system to UK standards
- Financial and business planning
- Taxation
- Local statutory accounts
- Cash Management
- Sourcing and training of local staff

The successful candidate will possess local language ability, a recognised Accounting qualification (ACA/ACCA/CIMA) or the equivalent international training, and at least 5 years' finance experience.

You should have strong technical, analytical and organisational skills, a "hands-on" approach, and the wish to succeed in a demanding and developing environment.

Future career prospects exist in the Czech Republic, its immediate neighbours and more widely internationally for achievers.

If you can meet this challenge, then telephone or write to Jeremy Williams, quoting Ref: JW/II 1077.

Africa House, 84-78 Kingsway, London WC2B 8AH  
Telephone: 071-404 8891. Fax: 071-430 2393

**LLOYD MORGAN**  
financial recruitment consultants

# Finance & Administration Manager

London/Essex

To £35,000 + car + benefits

Our client, a leading transportation company with a global presence and an enviable reputation, has developed a strong network of operations throughout Europe. In the light of continued expansion, it now wishes to recruit an experienced manager to play a crucial role in establishing and running a new operating subsidiary.

Reporting to a marketing orientated Managing Director, you will assume responsibility for identifying and securing premises, recruiting an appropriate team and establishing accounting and administrative functions for the business. The role will involve liaising with, and co-ordinating financial reporting/control activities for, offices throughout the UK.

The appointment calls for a qualified accountant, probably aged 30-40, with a successful record of achievement in a comparable role encompassing both finance and administration. Previous exposure to a start-up situation would be advantageous. You will be adaptable, energetic, a proven team builder and familiar with the sensitivities of operating within an international environment.

Interested candidates should write to Tim Knight, enclosing full career and salary details, quoting reference 8214/2.

**KPMG** Selection & Search  
1-2 Dover Rise, Blackfriars, London EC4Y 8AE

# Finance Manager

International Information Services Group  
Position Based in Hong Kong

Our client is a world leader in providing the global news media, financial and business communities with general and specialised news and real-time financial data. A number of regional operations report to the Hong Kong office which is one of the key centres in the group's global network. Due to dynamic business growth, management wishes to appoint a mature and career-oriented financial professional to manage the regional entities and participate in strategic decision making.

The appointee will assume a highly challenging and multi-faceted role which will involve maintaining a strong controller orientation over entities in the East Asia region, providing high level support on finance, accounting, tax, systems and commercial issues. As a senior member of the management team the incumbent will provide timely and accurate financial and statistical data to top management and

participate in budgeting and working capital and balance sheet management. Involvement in financial planning and assessment of special regional projects, including new business proposals, necessitating presentation to the board and key managers, will also form part of the responsibilities of the role. Occasional travel is required.

Candidates, in their early to mid 30's, should be degree holders, preferably educated overseas, and qualified accountants. Working experience should include several years progressive and diverse financial experience in a multinational commercial or financial services environment together with excellent hands-on experience of financial reporting on an international basis. Exceptional and innovative PC skills are also important and a good understanding of financial management issues such as transfer pricing and arranging banking and finance matters is useful. Outstanding

**Price Waterhouse**

leadership skills, diplomacy and tact are key personal qualities required. In addition, superior communication skills in English and Chinese are essential. Preference will be given to candidates with recent working experience in the Asia Pacific area.

A highly attractive remuneration and benefits package, including housing loan interest rate subsidy is offered. Please apply in confidence with full career details, salary history and a telephone number, quoting Ref No. 377 to:

**Executive Recruitment Services**

**Price Waterhouse**

GPO Box 690 Hong Kong

# General Manager - Finance

International cellular telephone company

Karachi, Pakistan

c\$100,000 + expatriate benefits

**The Company**

- Fast growing international cellular telephone company.
- Operations in 15 countries worldwide.
- Pakistan operations: 160 employees and c\$20m turnover.

**The Position**

- Head of Finance and de facto deputy to Managing Director in Pakistan.
- Responsible for 40 staff including all banking and finance functions; accounting systems and controls; data processing; company secretarial and administration.

**Experience and Profile**

- Hands-on finance experience in Pakistan or similar geographic area.
- Experience in flexible, fast-moving commercial or industrial company.
- Probably aged 35-55, mature and stable, the successful candidate will have the ability to be involved in detail and to lead by example.

Please write, in strict confidence, quoting reference 3022/FT to the Company's Advisors at Otteridge & Company, Griffin House, 161 Hammersmith Road, London W6 8BS enclosing full career details, salary history and daytime telephone number.

**OTTERIDGE**  
& COMPANY

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## FINANCIAL CONTROLLER

### VOLUME MANUFACTURING

Circa £35,000  
Benefits  
Car

Hampshire Coast

Effective financial management is of vital importance in any organisation and especially so in cost-conscious, high-volume manufacturing. This successful company operates in just such an environment, where it is the acknowledged market leader in a specialist industrial niche.

They now require a fully qualified accountant, preferably CIMA, to lead the finance department. Reporting directly to the Managing Director, you will be a full member of the management team and have responsibility for a staff of six.

Probably in your thirties and with good manufacturing industry experience gained in a medium-sized company, it is essential that you can demonstrate the cost discipline required for success in low-margin, high-volume production. A knowledge of computer-based, integrated product costing and the design and use of financial models would be distinct advantages.

Success in this demanding role, which will test even the best prepared and most experienced candidate, will bring early promotion to Financial Director. Naturally, the position attracts an excellent benefits package which includes a fully expensed company car, company pension and private healthcare.

If you believe that you have the drive, tenacity and flair we seek, please send your CV and current salary details to:

Ramsey Hall Associates, 9 Carlton Crescent, Southampton, Hants SO1 2EX. Please quote reference S03088/FT.

All applications will be acknowledged and handled in the strictest confidence.

**RAMSEY HALL ASSOCIATES**

**AFFICHE**  
EUROPEENNE

# FINANCE MANAGER

£30,000 + Car

WEST LONDON

Affiche Europeenne is Europe's leading printer of poster advertising material. Recent acquisition of the Mills & Allen Printing Group in the UK has created a vacancy for a young Finance Manager to liaise between the European and UK operations.

Reporting to the European Director in Belgium, you will work within a finance team responsible for all management information reporting and international control during the reorganisation of three operating sites.

Ideally you will be 2-3 years' qualified with experience in the manufacturing sector and be looking to take on considerable responsibility in a position offering excellent management prospects. Fluency in French is an essential requirement to this role.

Please apply in writing to:  
Stephen Williams or Ben Colman, CEDAR International,  
15 Bloomsbury Square, London WC1A 2LJ.

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If you wish to attend the Free Business Breakfast, please write stating your company name and job title to:

Rachelle Nelson at Robert Half  
Walter House, 18 The Strand  
London WC2R 0PT

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THE HUMAN FACTOR

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

# LEADERSHIP & MOTIVATION

on Wednesday 21st July 1993 at The London Marriott Hotel,  
Crescent Square, London W1  
8.30am to 9.30am

Every manager aspires to be an outstanding leader. Why? Because people work for a manager or boss, but they do their best for a leader.

There is a ready realisation that ten well led people will easily outperform ten people who are badly led. As a result over the years there has been considerable investment in training for leadership.

The most effective and enduring of all approaches has been Action-Centred Leadership (ACL) which identifies three sets of actions, namely:

1) Achieve the Task 2) Build the Team and 3) Develop Individuals.

Each of these three areas requires a different leadership style. The most effective leader must take and subsequently sustain a sense of humanity. Dr Julian Fawcett, Head of Leadership Training at Leadership Development Limited (LDL) takes the elegant and easily comprehensible approach one stage further and discusses how the ACL model can and should be used as a decision making model to deal with business situations.

However, an appreciation of the functions of leadership is not enough.

If Directors and Managers are to motivate and inspire in the time available, Dr Feinstein identifies two further key points which leaders might incorporate into their repertoire of responses and which in turn will assist them to acquire

leadership characteristics which are much admired but too seldom understood.

LDL will very soon be celebrating its 20th anniversary as a major provider of training and consultancy services to the UK market place. Specialising in professional selling and negotiating skills, leadership and personal development, LDL has always placed strong emphasis on providing not only state-of-the-art skills and ideas to its international client base, but also the drive, determination and motivation required to put the skills into practice.

Dr Feinstein, a Director of LDL has for over fifteen years explored every avenue associated with leadership. In particular, he has focussed on how leadership skills might best be conveyed to business professionals. For the past ten years he has been with LDL, where, besides his innovative work on leadership, he has pioneered sales training for professional people and found his public speaking skills in constant demand.

In a more personal capacity, Dr Feinstein has been keenly involved in the sporting world, where he serves as President of a thriving sports federation.

Places at the Breakfast are strictly limited.

whiteheadselection

**Chief Internal Auditor**

Develop your career with a blue chip financial services business  
Southern Home Counties  
To £50,000 + bonus + share options + car

This is one of the top names in the financial services sector. Internal promotion has resulted in this opportunity to head up a department that is regarded as one of the best in the industry. The role carries responsibility for financial and computer audit throughout the Group, and offers excellent prospects for progression.

Reporting to the Group Finance Director, you will be responsible for managing a team of highly qualified and motivated staff. Enjoying considerable autonomy, you will work closely with the business units, adding value by making commercial recommendations and continuing to develop the function and its role as a source of financial management for the Group.

A qualified accountant, probably aged 35-40, you will have had experience managing an audit function, either within professional practice or a large corporate. Experience in financial services is not essential. The ability to promote the function to the business units is vital, and will require strong influencing skills, commercial awareness and sound management ability.

Please write with CV, quoting reference 2166, to Susan Ryder, Whitehead Selection Ltd., Blagrave House, Blagrave Street, Reading RG1 1QA. Telephone 0734 585158  
A Whitehead Mann Group PLC company.

whiteheadselection

**HOME COUNTIES****c £55,000 + BONUS****Finance Director**

This extremely challenging position is with the UK subsidiary of a major international beauty products manufacturer with a turnover currently approaching £100m.

Working closely with the Managing Director, you will have broad commercial role which encompasses finance, information technology and logistics. An obvious priority will be to manage and strengthen overall financial control and reporting, to accommodate considerably increased business activity.

A qualified accountant, you will have experience of heading up the finance function in a substantial business. This will ideally have been part of a brand-led international firm manufacturer renowned for right

control and detailed reporting. Experience of acquisitions will be helpful. You must be strong in all commercial matters, whilst being at the same time a team player and motivator.

This is a high profile, career position with a leader in a buoyant sector and as such is an exceptional opportunity.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Adrian Edgell, Coopers & Lybrand Executive Resourcing Limited, 9 Greyfriars Road, Reading RG1 1JG, quoting reference AE878 on both envelope and letter.

Coopers &amp; Lybrand Executive Resourcing

**c £35,000 + CAR****PLYMOUTH****Systems and Administration Controller**

The Plymouth and South Devon Co-Operative Society is a successful independent co-operative with a turnover of around £200 million. This position is with the Food Division which accounts for three quarters of turnover. Activities include retailing via Superstores, Supermarkets, Late Shops and Smaller Food Stores and manufacturing dairy products.

Your prime task will be to manage all aspects of the Food Division's systems and the service provided by Data Processing plus the Division's administration and accounting functions. A major new implementation of systems covering warehousing, buying and marketing has just been completed and there is ongoing rolling-out of EPOS to retail outlets. Management responsibility is for 45 people.

An accountant, you will now be equally skilled as a project manager in Information technology. Any

experience in retailing will be a significant advantage. You must have experience of leading a large department, have particular strengths in management accounting and be used to managing data processing service levels. It is a role demanding breadth, strong interpersonal and communication skills and the ability to be an effective part of the Division's senior management team.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence, to Coopers & Lybrand Executive Resourcing Limited, 43 Temple Row, Birmingham B2 5JT, quoting reference D458 on both envelope and letter.

Coopers &amp; Lybrand Executive Resourcing

**LONDON BASED**

Reed Elsevier plc heads one of the world's largest publishing and information groups. Created at the start of 1993 by a major cross-border merger of the operating businesses owned by Reed International P.L.C. and Elsevier NV, the activities of the new Anglo-Dutch group include scientific, professional, business to business and consumer publishing. The group is well established in the USA, UK, The Netherlands

and Australia and is expanding in continental Europe and Asia.

Due to the continued development of the businesses, the group is recruiting for a key position within the Taxation Department at the Corporate Offices in Mayfair. Reporting to the Head of Taxation, the new Taxation Manager will have direct responsibility for the tax affairs of specific areas of the group's operations. Activities will include re-organisations,

acquisitions, tax planning in both the UK and overseas, and review of compliance and reporting.

The successful candidate is likely to be:

- An accountant with at least 2 years' post qualification experience of managing and solving complex tax issues.
- An excellent communicator with the confidence to deal with senior management.

**EXCELLENT SALARY + BENEFITS**

- A Tax Manager currently within the profession or a Tax Adviser working within an international business environment.

Interested applicants should contact Graham King or David Burton at the International Tax Division on 011-379 3333 (evening weekends on 011-226 4557); fax: 011-414 8714 or write to them enclosing a detailed CV at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP.

ROBERT WALTERS ASSOCIATES

**FINANCE DIRECTOR****SOUTH COAST****c £60,000**

**The Company**  
A manufacturer of aerospace systems and components, some at the leading edge of technology, the Company is one of two principal subsidiaries of a £200m quoted group. The subsidiary itself has 1,200 employees and a turnover of some £60m.

**The Role**  
The Company requires pro-active financial input at Board level. Working as a key member of the management team, the Finance Director will be expected to advise and assist the Board in all strategic issues as well as ensure that meaningful, appropriate and timely forward-looking financial information is available to the Board.

If you feel you could make a significant contribution to our client's business, please send a reasoned summary of your skills and attributes, accompanied by your cv, to Mark Scott MA FCA at Jamieson Scott Selection Division, 118 Eaton Square, London SW1W 9AF, quoting reference FT 27/1.

Jamieson Scott  
SELECTION DIVISION**FINANCIAL CONTROLLER****£35,000 PACKAGE + BENEFITS / CAR ALLOWANCE****SOUTH LONDON**

A UK Division of a major US Corporation, serving the capital goods market on a worldwide basis, seeks an ambitious, hands-on Financial Controller to take responsibility for its finance and accounting function.

Based in South London, the role is broad requiring business acumen as well as accounting skills. Key responsibilities will include project cost and inventory control, systems development and strategic and financial planning.

Aged 30 to 45, candidates should be computer literate, qualified accountants with several years experience at a senior level in a manufacturing/project environment. Prospects for advancement are good.

In the first instance, applicants should send a full CV, including salary and benefit details to the Group Financial Director at:

Eaton Chromalox, Eaton House, 30-38 White House Road, Croydon, CR9 3NA

**INTERNAL AUDITOR****LONDON c.£25k package + car**

3i is Britain's leading investment capital company, investing in businesses in most sectors of industry, both within the UK and internationally, supporting start-ups, growth and changes of ownership.

As one of the country's leading backers of business, we naturally adopt progressive and professional practices - particularly when it comes to monitoring our own operations.

Joining the Internal Audit team in our Waterloo Road offices, you will cover our Treasury activity as well as providing support on financial and operational processes to ensure we meet required standards and statutory regulations. Some travel will, of course, be involved.

The need is for a London/SE based qualified CA with around two years' experience, including auditing of Treasury activities in the Banking sector. A working knowledge of French or German would be an advantage but is not essential.

Salary will be competitive, and the package includes company car and financial sector benefits.

There may also be opportunity to broaden your experience into other fields.

If you are ambitious and have exceptional skills, develop your career with a leader in investment capital.

Please send your CV to Paula Bates, Human Resources Adviser, 3i plc, Trinity Park, Bickenhill, Birmingham, B37 7ES.

**FINANCIAL CONTROLLER****Brighton****Salary c£35,000**

Eurolink Group PLC is a leading multi-national organisation at the forefront of the supply of computer and technical human resources.

Reporting directly to the Chairman and Chief Executive you must be capable of working on your own initiative to organise the accounts function to the production of Management Accounts/Reports and actively assist with the business strategy and planning. Responsibilities will also include budgeting, profitability and performance analysis, treasury, preparation of statutory accounts, legal and company secretarial matters and provision of financial information and advice to senior management.

The successful candidate must have a recognised accountancy qualification; be of strong character; highly numerate and computer orientated; able to produce high quality work to tight deadlines; fluent and persuasive in face-to-face discussion; action oriented, lively and innovative; and able to lead, inspire and motivate a small team.

Please reply enclosing a comprehensive CV and current remuneration to The Chairman & Chief Executive, Eurolink Group PLC, Blenheim House, 56 Old Steine, Brighton, BN1 1NH, marked "private & confidential" Ref FC1.

McKinsey &amp; Company

## What can McKinsey offer a high-flying ACA?

As an outstanding performer with a leading accountancy firm or blue-chip business, you will naturally have high career aspirations - and you may also be keen to broaden your experience. If so, management consulting at McKinsey can offer you both diversity and intellectual stimulus - as well as access to top decision-makers. At the same time, it will provide high-level participation in key financial and general management issues.

We continue to recruit high-calibre people from a variety of disciplines in order to provide our clients with the fullest range of expertise, and

exceptional ACAs already thrive in our demanding multi-disciplinary environment. We are now looking for a number of individuals who combine an excellent academic record (2.1 or better and consistent first-time passes) with between 3 and 7 years' impressive post-qualification experience. Significant exposure to areas other than mainstream audit - such as commercially-focused special assignments - is a prime requirement.

As one of the world's leading management consultancies, we can offer you the opportunity to work with the top management of major corporations

on issues of strategy and organisation designed to effect substantial improvements in performance. Such experience, gained within an organisation committed to excellence, will serve to accelerate your personal development - whether you intend to rise within McKinsey, or ultimately move into general management.

Whilst these opportunities are based in London, client engagements are undertaken throughout the UK, and there may also be opportunities to work overseas. First-class salaries are complemented by an extensive range of benefits including company car and relocation assistance if appropriate.

We are also interested to hear from any non-ACAs who have gained comparable high-profile experience in corporate finance or securities and investment regulation.

To apply, please send your detailed cv to Ms Sarah Webbe, Recruitment Manager, McKinsey & Company, 74 St James's Street, London SW1A 1PS, to arrive no later than Friday 16th July 1993, quoting ref: CA/FT/93.

### Are you an Audit Senior for us?

At Mazars, you will be one of a team which develops client relationships, not internal systems. Our clients will recognise you not only as the external auditor, but also as one of their business advisers.

This is an approach that has made Mazars one of Europe's top 10 practices, with headquarters in Paris, and a client list comprising some of the most significant European corporations.

Because of our substantial growth we are recruiting additional Audit Seniors to join our team in the UK.

You will have a degree, be qualified with a 1:1 exam record, and have 'Big 6' experience. You will be a natural communicator, be confident of your technical abilities, and will demonstrate the personal qualities inherent in a potential manager.

If you think we're different enough to be interesting, fax or write to Alain Pallot, Mazars & Co, 33 Golden Square, London W1R 3PA. Fax: 071 287 9480. Tel: 071 287 3623.

AUDIT SENIORS  
UP TO  
£28,000

## MAJOR UK RETAILER London

## COMMERCIAL CONTROLLERS

£40-50,000  
+ Car + Benefits



Commitment, determination, innovation and vision are qualities that have transformed this long-established UK retailer into the enviable position of market leader in its chosen retail fields. Its success derives from a profound understanding of customer needs and market demands as well as the ability to lead and influence the retail sector with new initiatives, technological advancements and outstanding management development.

As the organisation is set for further expansion, it seeks to maintain the highest levels of expertise and professionalism within finance and therefore wishes to attract two individuals wishing to operate at the commercial edge of the retailing industry.

### CONTROLLER CORPORATE FINANCE

Supporting the Corporate Planning process with a high calibre team of business controllers you will:

- Ensure that relevant business planning information is produced via adequate systems and processes on a timely basis.
- Critique financial and commercial performance of key business areas, devise systems to capture store trading performance and develop forecasting and planning techniques in conjunction with EPOS development.
- Pro-actively manage financial control within a number of business areas focusing on the improvement of bottom line performance.

### CONTROLLER BUSINESS OPERATIONS

At the centre of a project development environment you will:

- Ensure that robust management and financial controls are in place to measure performance and meet vital reporting deadlines.
- Manage and review all third party and purchase contracts highlighting the financial and commercial implications and take a leading role in negotiations.
- Provide critical support and guidance to a Main Board Director by identifying key issues and developing strategic initiatives.

Each of these roles demands the talents of a graduate qualified accountant and/or MBA aged 28-35, who has worked in an organisation which is characterised and driven by a competitive and clearly focused sales and marketing approach. You will have the necessary personal qualities to challenge senior Executives at the highest level and be seeking to work in a commercial environment offering unparalleled career opportunities to individuals striving for excellence.

Interested candidates should contact Michael Herst or Charles Austin promptly quoting the reference CA442.

**HARRISON WILLIS**

EXECUTIVE SEARCH & SELECTION  
39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463  
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Howard Schultz & Associates  
77-81 High Street  
Tring  
Herts HP23 4AB

## The Bristol Evening Post plc

### Finance Director

#### Newly created Main Board role

##### Bristol

The Bristol Evening Post is a listed company with a turnover in excess of £20m. Its principal activities include newspaper publishing, CTN retailing, transport, features syndication and property ownership.

Redefinition of responsibilities at Board level has resulted in the creation of this new role, which is considered to be critical to the ongoing success of the group.

Reporting to the Group Chief Executive, the appointee will oversee all aspects of the group's financial affairs. Specific responsibilities will be to:

- initiate and develop broad financial strategies to support business plans;
- work with the Group Chief Executive and Chairman in respect of investor relations issues;
- make an important contribution to the group's strategic development.

Probably aged 35-45, the successful candidate will be a Chartered Accountant with senior line finance experience in a listed PLC, ideally in the media sector. Previous exposure to dealing with City institutions and major investors would be advantageous. In addition to professional skills of the highest order, we will be looking for strong interpersonal skills, a commercial outlook and the personal authority to command respect at all levels.

In addition to the advertised salary, the remuneration package will include a company car, private health care and an excellent pension scheme.

Please send a detailed CV to GKRS at the address below, quoting reference number 203J and including details of current remuneration and availability.

**GKRS**  
SEARCH & SELECTION

CLAREHILL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TELEPHONE: 071 287 2820

A GKR Group Company

### Financial Director

W London Age 35 - 55  
FCMA? Up to £35,000

Thriving private company. Must be/have been manager of Finance Dept in medium co + pc user.

CV + salary history to:

HS, London Linen Supply Ltd,  
6-8 Jacksons Way, Gt Western  
Industrial Plk, Middx, UB2 4SA

### DIRECTEUR FINANCIER

£45K + benefits  
Southern England

Filière GB grand groupe auto recherche diplômé MBA/CA/CIMA, 35-40 ans. Bonne exp. contrôle gestion et fabrication grande série.

Mission: n° 2 structure, resp, contrôle gestion, reporting, trésorerie, comptabilité, budgets etc.

CVs will be treated in the strictest confidence. Please reply to  
Box No. B1559, Financial Times,  
One Southwark Bridge,  
London SE1 9HL

## FINANCIAL CONTROLLER CENTRAL GERMANY

### Engineering Products

c. £74,000 package, excellent benefits

This is an excellent opportunity to join an autonomously run manufacturing Company, part of a \$1bn Division whose parent is a major US \$3bn turnover Group operating worldwide. The Company, a \$100m turnover precision engineering plant, is a recent acquisition and needs to establish an efficient and creditable on-site finance function to be headed by the Financial Controller.

We seek a highly proficient and technically skilled finance executive to be part of the Senior Management Team. Candidates must be able to demonstrate broad based financial expertise, including in-depth cost accounting, financial planning and reporting. Candidates will have experience of working for a German manufacturing company, be PC literate and familiar with multinational financial reporting requirements.

Aged 35+, candidates will be qualified accountants, have excellent communication skills, be self-motivated, analytical, persuasive, strategic and commercially aware. The ability to proactively contribute to the Company's achievement of financial and business objectives is essential as is fluency in written and spoken English and German.

Apply in confidence by sending a detailed CV quoting Ref. 672 to: Staniforth Endsor and Partners Limited, 3 The Courtyard, Ashley Road, Hale, Cheshire WA14 3NG. Telephone: 061 929 1481. Fax: 061 929 8098.

**STANIFORTH-ENDSOR**  
& Partners Ltd

CONSULTANTS IN ORGANISATIONAL COMPETITIVENESS

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For information on rates and further details please telephone:

Clare Peasey on 071 873 4027

# Financial Controller

West Midlands

£30,000 + Car + Benefits

Our client is a division of a highly successful multinational with corporate links within Western Europe, USA and Japan. Engineering solutions are provided to industry via a merge of High Technology and Robotics, mainly in the form of complete turnkey projects.

The role, reporting directly to the Managing Director, is a broad financial management accounting position with responsibility for 4 staff. Key areas are:

- \* the operation and improvement of existing accounting systems including the monitoring and improvement of project evaluation methods;
- \* strategic development as a member of the senior management team;
- \* group reporting;
- \* appraisal and restructuring of UK accounting and tax management into a focused proactive force;
- \* enforcing strict controls, strict balance sheet management, including statutory accounting and tax planning.

A young dynamic qualified accountant is sought with significant experience in the costing and project management of contracts up to £2m. Industrial/manufacturing experience is therefore prerequisite as is self motivation and enthusiasm. Age range 28-35 years. The prospects for future career development within this expanding organisation are excellent.

Please write, enclosing a C.V. to Andrew Grant or Andrea Mynard, Nicholas Andrews, 128 Colmore Row, Birmingham, B3 3AP or telephone on 021 233 4450, Facsimile 021 236 5350

**Nicholas Andrews** 

## HEAD OF FINANCE AND INFORMATION TECHNOLOGY MAJOR EUROPEAN BANK AGE 30-40

## CITY

This leading European Bank has the resources to offer commercial, merchant and investment banking services on a worldwide scale. Strongly represented in all major financial centres and with the ability to create sophisticated financial products for individuals as well as corporations, it is active in every kind of banking including mergers and acquisitions, money markets with futures and options, asset-based

finance, structured and acquisition finance and private banking.

An exceptional opportunity has arisen for an ambitious accountant to join this dynamic organisation heading the Finance and Information Technology Division.

Reporting to a member of the Executive Committee, this is a crucial role incorporating four key areas:

- Financial Control

## Finance Director

## London

to £60,000 + bonus + benefits

Our client is a leading player in a niche sector of the communications industry. The company is supported by an international group and is backed by resources and management that will enable it to achieve an impressive growth rate over the next 5 years.

The position reports to the Managing Director and will be pivotal in developing the future strategy of the business. Responsibilities will cover all aspects of finance as well as other strategic issues. Key tasks will be to bring a clear financial focus to the management of the organisation and to develop an efficient and qualified finance team.

The successful candidate will be a qualified accountant, aged 35-45, with a record of achievement in financial management gained

at the highest level. This is likely to have been achieved with a large 'blue chip' organisation. Excellent communication and interpersonal skills are essential, as is the ability to influence at a senior management level.

This is a first class opportunity to contribute to the future success of an ambitious and high growth potential business. The remuneration package will include a performance related bonus, company car and other benefits.

Interested applicants should write with a detailed CV, including details of current remuneration to Mark Gilbert at the address below.

## Alderwick Peachell

&amp; PARTNERS LTD

Alderwick Peachell &amp; Partners Limited, Recruitment Consultants, 125 High Holborn, London WC1V 6QA. Tel: 071-404 3155 Fax: 071-404 0140.

## &amp; EXCELLENT

## ROBERT WALTERS ASSOCIATES

LONDON WINDSOR BIRMINGHAM BRUSSELS AMSTERDAM PARIS

### NEWTON

#### NEWLY QUALIFIED ACCOUNTANT

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Interested applicants should write enclosing a full curriculum vitae to:

CLAUDIA SHAUL  
NEWTON FUND MANAGERS LIMITED  
NO.2 LONDON BRIDGE, LONDON SE1 9RA  
MEMBER OF ISRO

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## South West

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London SE1 9HL

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Please write enclosing a full CV, recent photograph and salary expectations to:

Box No. B1563, Financial Times,  
One Southwark Bridge, London SE1 9HL

Closing Date 2nd July, 1993

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If you are interested in this post, please forward your CV to:

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## BBC SCOTLAND

### Head of Finance

The Head of Finance works directly to Controller, BBC Scotland, and is a key member of the senior management team. The postholder will be responsible for the professional leadership of BBC Scotland's finance operation based in Glasgow. This includes the provision of expert financial information; the management of central finance reporting and management systems, ensuring that the right skills and resources are applied to systems development and the development of the appropriate management relationship between BBC Scotland central finance system and the separate business units that have been established as part of Producer Choice.

This crucial appointment will be made at a time of rapid change and financial stringency, candidates must have substantial post qualifications, experience at a senior level and must demonstrate ability to lead teams and manage effectively at all levels, specialist and non-specialist; an enterprising and enabling approach to management accounting and a sensitivity to the needs of programme makers; informed experience of computer based systems. Salary according to qualifications and experience.

For further details contact John McCormick, Controller BBC Scotland on 041 330 2311. For an application form, please write to Steve Ansell, Head of Personnel, BBC Scotland, Queen Margaret Drive, Glasgow G12 8DG (please quote ref. 12793 PL).

Application forms to be returned by July 16th

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A Group Financial Director is now required to head the finance function and satisfy the statutory and financial management requirements of the Group. The successful candidate will also be expected to make a

### Contracting/Housebuilding/Property

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Previous experience in the construction or allied industries would be an advantage, but more important is exceptional business awareness and high intellectual ability.

The position calls for a qualified chartered accountant with a combination of technical and commercial skills. Given the Group culture, it is likely that the successful candidate will be under 45.

The remuneration package will comprise an excellent salary, share options and a range of benefits commensurate with the importance of the role. Personal and career prospects are first class.

In the first instance, please forward a comprehensive curriculum vitae, quoting reference C/0033. Jim Mitchell  
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19 Cornwall Street  
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B3 2DT

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## GROUP FINANCIAL CONTROLLER

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Applicants, who are unlikely to have less than 5 years post qualification experience, must have a proven record of achievement together with strong written and oral communication skills. Knowledge and previous experience of US GAAP is preferred. Experience in publishing, acquisition accounting and an international environment will be a definite advantage.

A very competitive remuneration package will be negotiated to attract the right applicant.

Please write, enclosing a full career/salary history and daytime telephone number, to David Tod BSc FCA quoting reference D/76/F.

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+ Relocation  
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Working at a senior level your responsibilities will encompass preparation of the annual capital budget, subsequent reporting and the handling of a high volume of multi-sized projects. Managing a team of six staff, the role includes extensive liaison with space management, operations, cost managers and traders in order to report on and analyse capital implementation costs and monitor subsequent ongoing changes. You will further be involved in detailed financial appraisal for the site acquisition programme including the preparation of Board Papers, process control and cost benefit analysis.

An MBA or qualified Accountant, you will possess excellent academic and professional qualifications, a comprehensive background in capital expenditure or business planning and analysis, ideally gained within a blue-chip organization. You will require well developed analytical skills and the ability to motivate a finance team and to influence senior management.

For further information and a confidential discussion please contact our Advisor Justice Asprey on 071-387 5400 (even 0483 504699) or write to her at Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. Fax: 071-388 0857.



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include the statutory financial reporting and control of all tax advisory issues for all Mars businesses in the UK, liaising with auditors and professional advisers, and providing central support and co-ordination on key related issues. Successful performance will open up future career opportunities within Europe - so fluency in a second language would be an advantage.

A good honours graduate and a qualified CA with well-developed communication skills, you will have at least two years' post-qualification achievement - either with a leading accounting practice providing exposure to major multinational clients, or in blue-chip manufacturing industry. This is a highly visible and proactive role, so you must be able to command respect

both for the quality of your professional contribution and for your ability to influence key decision-makers.

Salary will be supported by a comprehensive range of non-contributory benefits, including bonus schemes, pension, life assurance, medical cover and, if appropriate, assistance with relocation.

For more information and an application form, please telephone 0664 416926 (24-hour recorded line) before Friday 9th July 1993. Please quote ref: TA6. We are an equal opportunity employer.



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## Director of Finance

Horsham £35-40,000, car, bonus and benefits

Sussex TEC is helping business throughout the county by promoting and supporting enterprise, planning and managing the delivery of training and enabling people to achieve success. The Company, with a spend of £25 million, has four area offices in the county and employs some 80 staff. The Director of Finance will be responsible to the Chief Executive for all aspects of finance and accounting as well as the development and operation of information systems.

The prime responsibility will be to support the management team through the provision of relevant management information and strategic data. The Director of Finance will work closely with the senior management group in developing and evaluating corporate and business plans including advising on pricing policy. Systems strategies must be evolved so that they meet the developing needs of a multi-site operation. Candidates will manage statutory and government reporting, ensuring compliance with company law, Employment Department and Dti contracts. The successful candidate will integrate with a dynamic and motivated team. He/she will be a qualified accountant with five years PQE of which two must have been gained in a management post. Candidates must be able to demonstrate success in translating strategies into action plans, monitoring, reviewing and adapting these to reflect developments. He/she will possess authority, energy, initiative and be an analytical problem solver. Effective communication and interpersonal skills are prerequisites.

If you are interested in this opportunity, please write in confidence, quoting reference 2569/2, to James Forte at the address below, enclosing CV with present remuneration, day and home telephone numbers.

**KPMG Selection & Search**  
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

## Business Services Group Financial Controller

Circa £35,000 plus benefits

North West

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### THE APPOINTMENT

- Ensures senior management receives timely and accurate financial information.
- Assists in the production of the financial accounts and the necessary statutory returns.
- Provides valuable input to systems maintenance and development.

■ Maximises the return from the company's working capital.

### THE REQUIREMENTS

- Probably in late twenties/early thirties; a graduate with a recognised accountancy qualification.
- A minimum of five years' financial management experience.
- A high level of computer literacy.
- A questioning mind with energy and team building skills. Career prospects within the company and the group are excellent.

Please apply in writing with full CV and salary details quoting reference 90409/B to Geoffrey Mather, K/F Associates, Pepys House, 12 Buckingham Street, London WC2N 6DF.

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## FINANCE DIRECTOR: STRATEGIC FOCUS

South West

Food Sector

c.£55K + Benefits

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The scope of this demanding and challenging Finance Director role will appeal to an individual who can harness the responsibilities of running the company's finance function in tandem with making a proactive input towards the formulation and implementation of commercial objectives. As a member of the executive board you will be the focal point of all matters relating to the financial

management of the company. However, your broader commercial experience will see you take an active involvement in the critical appraisal of non-finance related business activities and, similarly, the management of ad hoc projects.

The successful candidate will be a qualified accountant with experience of leading the finance function and who feels capable of taking a broader less well defined role or, indeed, someone who may have already taken this step with some success and is attracted to applying their range of abilities in a different environment.

To apply please write with full CV, quoting reference 12005/FT, to David Pottier, WTH Executive Resourcing, 33 Berkeley Square, Gifford, Bristol BS8 1HG.

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We are a market leader in the design, manufacture and installation of corporate sign programmes. This privately owned Group of companies with a turnover of £2m is at an exciting stage of its development, and future plans demand the recruitment of a highly competent finance professional with well developed accounting and management skills.

Reporting to the Chief Executive, you will have the ability to contribute to strategic plans and further develop both the financial controls and computerised accounting and management systems.

The successful candidate will have a "hands on" approach whilst carrying responsibility for finance, cash flow management, legal and secretarial functions across the Group.

You will be qualified to ACCA, ACA or equivalent with a proven track record in a fast-moving manufacturing/construction type industry.

The position requires a dynamic, ambitious committed professional who can communicate at all levels and have the ability to become a board member within a short period.

Benefits include Pension, Private Health Care, Life Insurance etc.

Send C.V.s to: T Tennyson (Office Service Manager)

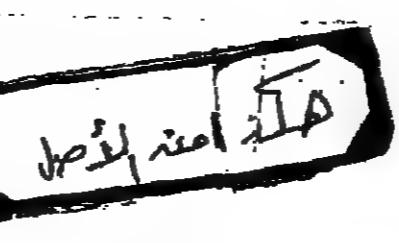
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# FINANCIAL TIMES COMPANIES & MARKETS

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Friday July 2 1993

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## INSIDE

### Norsk Hydro and Statoil swap stakes

Norsk Hydro, Norway's biggest listed company, and Statoil, the Norwegian state oil company, are to swap shareholdings in a planned pipeline and two oil and gas fields which are under development. Page 16

### S Electric raises payout 17.6%

Southern Electric increased its dividend to shareholders by 17.6 per cent, the highest increase so far among the UK's electricity companies. Page 16

### Nokia increases issue size

Nokia, the Finnish electronics group, will increase the size of an international share placement to 5.22m preference shares from 3.8m in response to strong demand. Page 16

### Ford makes Czech purchase

Ford, the carmaker, has reached agreement with the Czech government to acquire Autopol, a components manufacturer with turnover of £50m (£75m) a year. Page 17

### US bond record

US companies issued record amounts of debt and equity during the first half of this year. Stocks and bonds worth an unprecedented \$530bn were sold in the first six months of 1993, well above the previous record of \$450bn. Page 17

### Film producer files for protection

Nikatsu, a Japanese film producer and distributor has become the first company listed on the main section of the Tokyo Stock Exchange in eight years to file for court protection under the corporate rehabilitation law. Nikatsu's debts total Y49.7bn (£46.5m). Page 18

### Hays expands in Germany

Hays, the UK business services group, has acquired Mordhurst, a national distribution business in Germany, for £23m (£48m). Page 20

### Aer Lingus in trouble

The rescue plan for Aer Lingus, Ireland's troubled state airline, still languishes in a government in-tray two weeks after Mr Bernie Cahill, executive chairman, presented it for cabinet approval. Page 21

### Opening up the Andes



Although Argentina owns half the mineral-rich southern Andes, mining in that country has never caught on. However, the government has approved investor-friendly mining laws that it hopes will open up Argentina's under-explored interior to local and foreign companies. Page 24

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### Chief price changes yesterday

PROFESSOR (DM)				WORLD (US\$)			
Prices	412	+ 9.5	Falls	286.5	+ 10.2		
DLW	385	+ 8	Forbes	1008	- 45		
Drucker Int	523	+ 18	Forbes Fr	510	- 24		
Porsche	367.5	+ 9.5	Forbes/SayC	510	- 24		
Vag	307	- 7.5	GMI-Europe	406	- 12.8		
Falls			London Copper	871.0	- 16.4		
			TOKYO (Yen)				
Prices	71.5	+ 11	Prices				
KnowledgeWorks	12	+ 12	Hachette	1950	+ 180		
Merck	35	- 14	Hachette	530	+ 92		
Polaris	60.5	+ 14	Hachette	534	+ 94		
Santa Fe Puff	174	- 14	UK Express	722	+ 71		
Schering-Plough	68	- 17	Falls				
PAFES (PTT)			Globe	454	- 100		
Prices	257.2	+ 11.8	Technit	655	- 20		
			WB Industries				
New York prices at 12.30.							
LONDON (Pence)							
Prices			Standard Chart	785	+ 10		
AMEC	54	+ 4	Ster	651	+ 7		
Atos (ISER)	69.5	+ 4.5	Falls				
BNL	19	+ 2	Forbes	457	- 30		
City of London	58	+ 3	Forbes Int	65	- 3		
Edesa Min	283	+ 15	Europcar	203	- 28		
Honeywell	40	+ 11	Europcar				
Micro Focus	2095	+ 22	Graham Telecom				
NEC/Int	40	+ 10	Hachette	175	- 7		
Oracle Software	595	+ 19	Hanprint	50	- 17		
RMC	748	+ 12	Spring Ram	34	- 8		
Ricoh & Colman	550	+ 14	Transer Tech	315	- 19		
St. Eustat	452	+ 10	Unigroup	60	- 9		

## IBM moves to boost PC market lead

By Louise Kehoe in San Francisco

and third-tier PC manufacturers in the US who are already feeling the pressure of competition.

In contrast, the newly formed Power Personal Systems division is an in-house effort to benefit from IBM's substantial investments in Power PC microprocessors for personal computer products.

By placing the development group in a separate division, IBM aims to maintain the focus of its PC business on PCs using Intel microprocessors, the dominant technology.

IBM's semiconductor partner in the Power PC chip effort is touting the new chips as having "the power to blow away" Intel's latest microprocessor chip, the 486. IBM's Power PC chip is expected to introduce the first computer using the Power PC chip later this year. The technology is also being designed into IBM's mid-range and mainframe computers.

IBM PC, however, has no plans to abandon the Intel architecture and is developing PC products using "Pentium and future Intel microprocessors," a spokesman said.

However, IBM aims to make the most of its investment in Power PC by offering the broadest possible range of products using the new technology.

IBM's workstation group is expected to introduce the first computer using the Power PC chip later this year. The technology is also being designed into IBM's mid-range and mainframe computers.

## Richard Gourlay explains the birth of a stock market sector

### UK Biotechnology



UK Biotechnology

To be floated	Date of flotation	Proceeds (£m)	Market capitalisation at flotation (£m)	Market capitalisation now (£m)
Centab Pharmaceutical	1993/94	2.0	16.0	201.5
Celltech	1993/94	2.1	16.0	33.1
Scotia Holdings	1993/94	4.5	16.0	107.4
Chiro	1994	30.0	151.8	133.8
Fermentech Medical	1994	5.5	27.5	50.4
Pharmaceutical Proteins	1994/95	7.3	25.2	31.9
Shire Holdings	1994/95	22.0	60.0	60.0
Xenova	1994/95	15.0	46.5	42.8
Oxford GlycoSystems	1995			
Conexis International	1995			

clinical trials have worked no better than existing chemically synthesised versions.

Even if investors choose to ignore this, the prospectuses should leave little doubt about the risks.

A typical health warning appears in the listing particulars of Celsis, which wants to replace the laboratory agar plate with a kit for faster measurement of microbial contamination.

Private investors, who can apply for shares until this morning, are told: "There can be no assurance that the company will ever achieve significant revenues or profitable operations."

The warning may not be as prominent as it would be in the US - where the face of the prospectus often boasts the warning like an "X" rating on a movie - but at least it is there.

To counter these sobering statements, the newcomers have to rely on the feel-good factor. Celsis, for example, carries "validations" from the Laboratory of the Government Chemist to such heavyweight companies as Wellcome and SmithKline Beecham. The newcomers are also recruiting big names from the pharmaceutical industry.

Thus, the non-executive chairman of Celsis is Mr John Precious, finance director of Wellcome; British Bio-technology picked up Mr Keith McCullagh as chief executive when GD Searle, the US drug maker, was bought by Monsanto; and Chiro, which

will float next year, can boast the backing of Mr George Rathman, the founder of Amgen, widely recognised as the most successful biotechnology company yet formed.

The holy grail for all the new drug companies, needless to say, is the discovery and development of a blockbuster - officially defined as having annual sales of more than \$500m. Few drugs are likely to match Glaxo's Zantac ulcer treatment, which transformed the company's fortunes in the 1980s. But according to BZW, the biotech sector's "hit rate" is not as low as many believe.

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## Norsk Hydro and Statoil agree to exchange assets

By Karen Fossel in Oslo

**NORSK HYDRO**, Norway's biggest listed company, and Statoil, the Norwegian state oil company, have agreed to swap shareholdings in a planned pipeline and two oil and gas fields which are under development.

The terms of the deal call for Statoil to receive from Norsk Hydro a cash payment of between Nkr150m (\$20.4m) and Nkr170m (\$23.6m), a 1.25 per cent stake in the Heidrun oil and gas field, and a 1.25 per cent stake in the planned Haftenpipe pipeline.

In exchange, Norsk Hydro will receive from Statoil a 10 per cent shareholding - half of which is owned by the state - in the Brage oil and gas field, which Hydro operates.

The deal boosts Hydro's

stake in the Brage field to 23.2 per cent from 13.2 per cent. Statoil's stake in the Heidrun field will be lifted to 11.25 per cent from 10 per cent as will its shareholding in the Haftenpipe pipeline.

The exchange of assets will have to be approved by the industry and energy ministry.

The state owns a 65 per cent stake in both the Heidrun field and in Haftenpipe and 33.4 per cent of Brage. Statoil's share in the Brage field is reduced to 12.6 per cent, while Norsk Hydro will relinquish to Statoil its shareholdings in both Heidrun and Haftenpipe, according to the terms of the deal.

The Nkr10.5bn Brage field is due to come on stream on November 15, earlier than planned originally. It contains an estimated 38.5m cubic

metres of oil and 2.8m cubic metres of natural gas. Daily production capacity of the Brage platform is designed for 85,000 barrels of oil and 1.75m cubic metres of gas.

The Nkr25bn Heidrun field is due to come on stream in the third quarter of 1995, when Statoil will take over its operation from Conoco Norway. It contains 87m-119m cubic metres of oil and 38m-46m cubic metres of gas.

The Haftenpipe pipeline, operated by Statoil, is designed to handle a minimum throughput of 2.2bn cubic metres of gas a year. It is due to be laid next year and the transport system will be operational from 1996. The pipeline will connect to the Heidrun field and will come ashore at Tjeldbergodden, on the west coast of Norway.

## Nokia to increase size of placement

By Hugh Corney  
in Stockholm

**NOKIA**, the Finnish electronics group which has recently moved back into profit on the back of rapid telecommunications sales, said yesterday it was increasing the size of an international share placement, originally announced in May, to 5.22m preference shares from 3.8m in response to strong demand.

The offer price was set at FM159 (\$28.07) per share, promising Nokia around FM350m in new capital which, the group said, made the offering the biggest international issue by a Finnish company.

Lead-managers Credit Suisse First Boston and Enskilda Corporate have also been given an option to sell a further 780,000 shares to cover oversubscription.

The price compared with a market level of just over FM160 earlier this week.

Nokia yesterday expressed satisfaction that the issue, which will result in a near-10 per cent dilution of existing Nokia stock, had not dent demand on the Helsinki stock exchange. Volume was strong yesterday at around 600,000 shares traded and the price moved above FM170.

Before the issue, some 20 per cent of Nokia stock was foreign-held following the relaxation of restrictions on foreign share ownership from the start of this year.

Mr Jorma Ollila, chief executive, said the new capital would greatly strengthen Nokia's balance sheet, helping it fund a surge by its telecommunications and mobile telephone businesses recently in Europe and eastern Asia.

Last month, Nokia reported a pre-tax profit for the first four months of FM154m, rebounding from a FM280m loss at the same stage last year and an overall loss in 1992 of FM158m.

The chief factor behind the improvement was a 109 per cent rise in mobile phone sales and an 80 per cent rise in telecommunications sales.

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## INTERNATIONAL COMPANIES AND FINANCE

**Ford to acquire Czech parts maker**

By John Griffiths

FORD has reached agreement with the Czech government to acquire Autopol, a components manufacturer specialising in automotive lighting and heat exchanger equipment including air conditioning. The producer has annual turnover of \$50m (£375m).

The acquisition, for an undisclosed sum, was described by Mr Jacques Nasser, Ford of Europe chairman, as part of Ford's strategy to establish a stronger presence in the emerging economies of central and eastern Europe.

The acquisition provides Ford, for the first time, with an in-house capability to produce lighting in Europe. In the long

term, this may mean reduced business for Hella, Carello, Bosch and Valeo, the European lighting suppliers.

It also gives Autopol a significant role in Europe's fast-growing car air-conditioning market. In 1987, only one car in 200 was ordered with air-conditioning. Now the level is 11 per cent and is expected to grow to 25 per cent - representing around 3m units - by 1995.

Ford has been among the most cautious of western vehicle producers in exploring manufacturing ventures in the region.

However, it has identified Poland, Hungary and the former Czechoslovakia as offering most potential.

It is also setting up a green-



Jacques Nasser

field operation in Hungary to manufacture induction coils, and is in the final stages of negotiations with the Polish

authorities to establish a soft trim factory. It already has car sales and service networks in the region.

The Autopol plant, which employs 2,700, has Lada and Volkswagen-controlled Skoda as its biggest customers. However, Mr Nasser said: "We believe our investment will enable Autopol to become an internationally competitive supplier throughout Europe."

Ford intends to introduce new equipment, systems and methods at the five plants operated by Autopol.

However, it says the company will not need to overhaul and cut jobs as much as in some other Western takeovers of east European motor industry ventures.

Ryder System to spin off aviation

**Ryder System to spin off aviation**

By Nikki Tait in New York

RYDER SYSTEM, the Miami-based transportation group, plans to spin off its aviation business as a separately quoted company and take a net second-quarter restructuring charge of \$169.4m. The plan involves a large jet turbine overhaul shop in Prestwick, Scotland, bought from British Caledonian in 1986.

Existing Ryder shareholders will be offered shares in the aviation company through a tax-free distribution of stock. The new group will be based in Dallas and take in Ryder Airline Services, Ryder Aviall, and Inventory Locator Service.

Included in its assets will be the Prestwick facility, which employs about 300 and works on General Electric engines for airlines such as British Airways, Continental, USAir and British Midland.

Ryder claims to be the world's largest independent supplier of turbine aircraft engine repair services and the biggest distributor of aviation parts and supplies.

Although it plans to shed peripheral operations - Ryder Aviall's business aviation and helicopter engine repair business, its aircraft and terminal services operation at Dallas' Love Field, and a sales unit in Miami - the new company would have had revenues of \$1.2bn in 1992, and assets, at end-1992, of \$1.3bn.

Profits from the aviation interests, however, fell last year, a trend blamed on lower demand, but which continued in the first quarter of 1993. About \$500m of debt - just over a quarter of the total at Ryder - attaches to the aviation interests, and will transfer to the demerged entity.

Demergers have become increasingly popular in the US recently, as companies have attempted to generate investor interest by reshaping.

Ryder claimed the deal would allow both its "highway" transportation interests and the aviation units to "focus more sharply" on their respective markets.

**Rhône-Poulenc to divide shares in lead-up to float**

By Alice Rawsthorn in Paris

RHÔNE-POULENC, the French chemicals company poised for privatisation by the new centre-right government, will this month divide its shares in a four-for-one split.

The share split, scheduled for July 12, will apply to Rhône-Poulenc's preferred investment certificates as well

as to its ordinary shares. The group has made no secret of its hopes of being one of the first state-controlled companies to be sold in the privatisation drive.

The Balladur government, now putting the finishing touches to its privatisation legislation, has identified 21 candidates for sale and plans to include between three and six in the first round of sales due in September.

The share split should make Rhône-Poulenc's shares more marketable to international investors.

Just over 37 per cent of the group's equity is in public issue, with the state owning 43.4 per cent directly and controlling the rest through public-sector institutions.

**BMW moves into aluminium components**

By Kenneth Gooding, Mining Correspondent

BMW of Germany yesterday became the latest important producer to reveal a special interest in developing aluminium car components by signing a co-operation agreement with Norway's Hydro Aluminium. The deal may even involve the production of complete "space frames", skeleton-like frames to which body panels can be fitted.

The two companies said they had been working together for

several years to increase the use of aluminium in car structures, and they had now formalised the arrangement.

Car companies are being driven to use much more aluminium to reduce the weight of cars so that they can meet increasingly stringent fuel economy and pollution regulations.

BMW's move comes a few months before the launch by its rival, Audi, part of the Volkswagen group, of an "aluminium-intensive," top-of-the-range, V8 model developed

with Alcoa of the US, the world's biggest aluminium group.

However, BMW said it had plans for volume production of an entire aluminium car like Audi's.

BMW's M-Technik offshoot is using an aluminium space frame in its prototype Eli electric vehicle for California. At the Geneva Motor Show recently, the group presented the Z18 concept "city car," which has an aluminium frame, recycled plastic panels, and a motor-cycle engine.

**Moody's reviews Eli Lilly rating**

By Damian Fraser in New York

MOODY'S Investor Service, the US rating agency, is reviewing the long-term debt of Eli Lilly, the US pharmaceuticals group, for possible downgrade from its current Triple A rating.

Moody's said the review was provoked by concerns the company's product pipeline might not generate enough revenues and profits to justify the agency's highest rating. About \$300m of long-term debt of Lilly and guaranteed entities would be affected.

The review comes after last week's abrupt resignation of Mr Vaughn Bryson, Lilly's chief executive, who had been in charge for just 30 months.

Mr Bryson took the blame for Lilly's disappointing sales and product development, losing out in a boardroom struggle. He was replaced by Mr Randal Tobias, a well-regarded vice-chairman at AT&T.

Lilly this week suspended trials of the anti-viral drug Fluloridine (FIAU), once thought to be a potential money-spinner. The drug, seen as a possible cure for hepatitis B, was licensed by Lilly last year. It halted trials after adverse side-effects, and will conduct further studies before deciding whether tests will resume.

Lilly reported operating profits of \$378.5m in the first quarter, 16 per cent down on the same period in 1992.

Moody's said: "Without FIAU, Lilly's new product line is unusually lean for the intermediate term and may be hard-

pressed to offset the maturity of the existing product portfolio."

It said the debt review would assess Lilly's product pipeline, prospects for profitability, and the impact on capital.

Lilly is heavily dependent on sales of the anti-depressant Prozac, which faces increasing competition, and the antibiotic Cefaclor, which lost part of its patent protection last year, and will lose the rest in 1994. Sales of new drugs, such as Lorabid, an intended replacement for Cefaclor, have not taken off.

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**Nortel management reorganised**

By Robert Gibbons in Montreal

NORTHERN Telecom, the Canadian telephone equipment maker, is reshuffling its international management team following the departure of Mr Paul Stern, the former chairman.

Mr Jean Monty, who took over from Mr Stern as president and chief executive in spring, has promoted several long-serving officers to top strategic positions.

Analysts say this is only the first wave of a broad management restructuring. More

changes are due shortly as Nortel moves to shore up its worldwide utility customer base, rebuild labour relations, and restore investor confidence.

The group stock has fallen about 20 per cent in heavy trading on North American exchanges following Mr Monty's warning a week ago that the company would report a second-quarter loss after special charges.

The leading appointments are:

• Mr Roy Marrills, head of the US subsidiary, becomes executive vice-president of a new division responsible for Europe, Asia and the Middle East.

• Mr Gedas Salukas, now head of the Canadian subsidiary, will head switching equipment operations worldwide, in charge of both manufacturing and product development. He replaces Mr Alan Lutz.

• Mr James Long, now head of the Asia-Pacific subsidiary in Tokyo, becomes executive vice-president of a new division responsible for Europe, Asia and the Middle East.

**Rohm to claim royalties from Intel**

By Louise Kehoe in San Francisco

ROHM, a Japanese semiconductor maker, said its US subsidiary would claim royalty fees from Intel of the US and other manufacturers of "flash memory" chips. The move follows a US court ruling in a patent dispute between Rohm and Intel.

Exel Microelectronics, a division of Rohm's US subsidiary, said the US Court of Appeals had set aside an earlier decision by the US Patent Office

granting Intel "priority" on the flash memory patent. The issue has been referred back to the patent office.

"No makers can make flash memories without using Intel's patent," Mr Junichi Shikita, managing director of Rohm's semiconductor operations, said.

Intel, however, said it expected the patent office to reaffirm its earlier ruling. The process could take one to two years.

It said: "We don't believe that Rohm has a basis upon which to collect royalties."

Flash memory chips represent the fastest-growing segment of the memory chip market. Although world sales last year were only \$810m, analysts project "explosive growth" to \$2.8bn by 1997.

Flash memory can be used as an alternative to personal computer disk drives for storing programs and data. The chips are smaller, lighter and more rugged than magnetic data storage devices and are beginning to be used in the latest pocket-sized and notebook computers.

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## INTERNATIONAL COMPANIES AND FINANCE

### Japanese film group seeks protection

By Emiko Terazono in Tokyo

NIKKATSU, a Japanese film producer and distributor listed on the main section of the Tokyo stock exchange, yesterday filed for court protection with debts totalling Yen 49.7bn (£464.5m).

It is the first time in eight years that a company listed on the TSE first section has filed for court protection under the corporate rehabilitation law.

Nikkatsu, which had diversified into the real estate and golf membership businesses in the late 1980s, said it had been

hit by the sharp fall in golf membership fees and interest payment burdens stemming from its real estate business.

Japanese film producers have been facing hard times due to the lack of hits and waning interest among consumers for Japanese films.

The downturn of the industry forced most companies to diversify into areas such as real estate and development of old film theatres.

Nikkatsu turned itself into a film producer in the 1980s, later moving into property,

golf resorts, and video game arcade businesses in the 1980s, while returning to films for the general audience.

Unlike other Japanese leading film-makers and distributing companies, Nikkatsu lacks the ties with large keiretsu or corporate groupings. Teikoku Data Bank, a private credit research company, said Nikkatsu lost control over its book keeping after the rapid diversification into various businesses.

Nikkatsu's investments in its video software business also became a burden, while the

company also faced large losses from its film Rakuyo distributed last summer which was a major box-office failure. For the year to last January, Nikkatsu posted an after-tax loss of Yen 5.9bn on sales of Yen 5.5bn.

According to Teikoku, leading lenders to Nikkatsu, which are likely to help in future restructuring, include Sanwa Bank, Fuji Bank, Asahi Bank and Kotoku Bank.

The TSE yesterday suspended trading in Nikkatsu after reports that the company had dishonoured bills.

By Emiko Terazono in Tokyo

NIPPON Telegraph and Telephone, Japan's leading telecommunications group, said its 11 regional local telephone divisions posted a pre-tax loss of Yen 17.5bn (£1.64bn) for the year to March.

The figure will strengthen NTT's argument for de-merger of its local telephone units, to which the ministry of posts and telecommunications has remained reluctant.

In May, the company announced a 29 per cent cut in pre-tax profits to Yen 24.7bn for the year to March.

NTT has been lobbying heavily since the start of this year for a rise in local rates. This, together with announcements to restructure operations by reducing the

number of employees by 30,000 and retail outlets to one-third, has pushed up NTT's stock.

Yesterday, NTT's share price rose 2.4 per cent to Yen 338,000.

In spite of a cut in long-distance inter-city rates in the last fiscal year, due to increasing pressure from competitors, NTT's long-distance division posted a pre-tax profit of Yen 45.7bn.

The company also announced its business results by type of services. Operating revenue of NTT's call charge service totalled Yen 561.8bn, while its pay phone service posted an operating loss of Yen 12.6bn. NTT's car phone service saw an operating loss of Yen 1.9bn, while its telephone number information service posted an operating loss of Yen 173.4bn.

### Kmart acquires stake in Australian grocer

By Bruce Jacques in Sydney

OPSM

Protector, the Australian manufacturer, has bought Sabre Safety, the privately-owned UK respiratory equipment group, for £22.75m (£16.8m).

OPSM's Protector chairman, Mr Adrian Lane, said yesterday the Sabre acquisition would double the size of the company's European operations and that further acquisitions may follow.

"We now have a major presence in the European personal protection equipment market and are well placed to continue to build our business there and to develop exports to other markets," Mr Lane said.

"Spare has annual sales of approximately £537m, of

which about 75 per cent are

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Kmart, which controls just

over 20 per cent of Coles Myer, Australia's biggest retailer, revealed itself yesterday as the buyer of a parcel of 3.25m independent shares traded at A\$6.45 earlier this week.

The Kmart move follows the recent purchase of a 19.8 per cent stake in Independent by Davids Holdings, the privately-controlled Australian grocery wholesaler. Foodland Associated, another big Australian grocery group, also controls 18.5 per cent of Independent.

The Kmart purchase was

seen yesterday by analysts as

a move friendly to Coles Myer,

which has recently moved to

block acquisitions in the grocery industry which is one of

its major supply sources.

Earlier this year, Coles acquired a 15 per cent stake in QLW, a Queensland grocery group, helping to thwart a hostile take over attempt by Davids Holdings. The Trade Practices Commission said yesterday it would hold an inquiry into Kmart's acquisition of Independent shares.

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In the context of Kmart, one of the largest retailers in sales terms in the US, the funds involved in the purchase are extremely modest. Kmart's assets at end-January, for example, were put at almost \$19bn.

### COMPANY NEWS IN BRIEF

#### Deadline near for NZ Rail float

COMPETING bids from US,

UK, French and New Zealand

groups appear likely next week

when tenders close for the sale

of New Zealand Rail, written

Terry Hall in Wellington.

The state-owned company,

which operates train services

over 4,000 km of track and

operates three large ferries

between the North and South

islands, has been extensively

restructured in advance of the flotation. It expects to earn NZ\$166m (US\$87m) in the current year, against NZ\$240.2m last time. The government is said to be hoping to raise between NZ\$450m and NZ\$475m from the flotation.

The new system will provide

a guideline for clients to enter

bids and offers between the

published quotes.

prices and will be electronically



## COMPANY NEWS: UK

## Services group to benefit from European unity Hays expands in £32m German acquisition

By Andrew Bolger

HAYS, the UK business services group, has furthered its pan-European ambitions by acquiring a national distribution business in Germany.

Hays will pay an initial £32m in cash for a 75.1 per cent stake in Mordhurst, a private company with more than 500 employees and operations throughout Germany, including the former East Germany.

Mordhurst, based in Kiel, specialises in multi-user warehousing and next-day delivery for manufacturers of car parts, agricultural chemicals, oils, office products and wine and spirits.

Mr Ronnie Frost, executive chairman of Hays, said: "We believe that the current recession in Germany will accelerate the trend towards the use

of third party distribution contractors such as Mordhurst, as has been the case in the UK and France."

Hays, which in the UK distributes for retailers such as J Sainsbury and Marks and Spencer, last year paid £37.5m for Fril, a French distribution company with a national network.

Mr Frost said: "As Germany recovers from recession, we expect the economies of eastern Europe to grow particularly strongly. German manufacturers will take advantage of this growth and are expected increasingly to use third party contract distribution specialists to provide an efficient service throughout Germany and into eastern Europe."

On current trading, Mr Frost said a number of the group's businesses had seen clear, measurable signs of recovery in the UK.

Hays shares closed 5p higher at 239p.

### Policy Port joins market in placing

Policy Portfolio, a market-maker in second-hand endowment policies, is joining the main market via a placing of 3.6m shares at 130p per share.

The company will have a market capitalisation of £10.4m at the placing price. Exactly 2.5m new shares are being issued, raising £2.5m for the company after expenses, with 1.1m shares being sold by existing shareholders.

Following the placing, the Rubin family and associates will control 54 per cent and have undertaken not to sell further shares until January 1 1995.

Pre-tax profits have increased from £245,000 in the year ended March 30 1991, to £217,000 in the year to end March 1993. At the placing price, the shares are on a p/e ratio of 13.3.

The directors expect to recommend a dividend of 4.8p in the year to end March 1994, putting the shares on a nominal gross dividend yield of 5.8 per cent.

### Field oversubscribed and goes to ballot

By Meggie Urry

THE PUBLIC offer for sale of shares in Field Group, the carpet maker, was 7.4 times subscribed and smaller applications will go into a ballot for shares.

Balots are generally used in cases of heavy oversubscription for new issues, and were frequently used at times when the flotation market became overheated.

Bankers yesterday were trying to recall when a ballot was last used, giving examples such as the flotation of Harry Ramsden's, the fish and chip shop, in 1988 and Thornton's, the chocolate retailer, in 1989.

The group offered 12.1m shares to the public after placing 23.5m shares with institutions. There were 46,280 applications in the public offer for a total of 88.7m shares.

When the issue was priced at 250p a share some analysts said the pricing was on the high side, giving an historic p/e of 17.7.

Dealing will start on Wednesday July 7.

Mr Keith Gilchrist, chief executive, said he was pleased with the response. Field and its advisers had run various methods of allocating the shares through a computer but could not find a way to allocate economic quantities of shares without a ballot.

Applications for 200 to 500 shares will go into a weighted ballot for 200 shares, and applications for 750 to 2,000 shares will be in a weighted ballot for 400 shares.

Higher applications will be scaled down, with 3,000 to 10,000 share requests getting 13.5 per cent of the amount, and applicants for 15,000 to 50,000 getting 10 per cent.

Applications above 50,000 will get nothing.

Over half of those who applied will get something, but those in the ballot have about a one in three chance of success.

Cheques submitted for unsuccessful applications will not be cashed.

### ICI to get £235m in swap with Du Pont

By Paul Abrahams

IMPERIAL CHEMICAL Industries, the UK group, and Du Pont of the US, yesterday announced the completion of the swap of their respective fibres and acrylics operations.

ICI will be paid up to £235m because of the difference in value between the two businesses. This is less than the £250m mentioned at the time the deal was first struck in April last year because of the deteriorating market for European fibres. ICI stressed yesterday it was exiting a business that loses money for one that makes it.

The British company will receive £100m shortly after the deal is completed. A series of deferred payments totalling £110m will follow between 1994 and 2002. There is also a performance related payment of up to £25m if turnover at ICI's nylon textile filament business meets agreed targets between 1994 and the end of the decade.

The disposal of ICI's nylon business and associated costs will lead to an exceptional pre-tax loss of about £70m. ICI loses about 5,200 employees from the deal, while it recruits about 350 from Du Pont.

The deal had been delayed by the US Federal Trade Commission. The FTC has insisted that ICI divests to a third party a proportion of its downstream acrylics polymer production. It is understood that this will affect one US plant which was not acquired as part of the deal. ICI already has two American acrylics operations, K-S-E, which it bought in 1988, and Continental Polymers, which it acquired in 1991. Both manufacture acrylic extruded sheet and moulding polymer.

Du Pont's acrylics business, had turnover last year of about £220m. The assets, stock and goodwill of the business, which is profitable, was estimated at £180m-£190m.

ICI's fibres operations had a turnover of £585m last year, and incurred a loss of £13m. Assets, stock and goodwill were valued at about £380m.

### Asda Property calls for £16.3m

By Vanessa Houlder, Property Correspondent

ASDA PROPERTY Holdings yesterday announced a £16.3m rights issue on a 2-for-5 basis to finance more property deals.

The Davidson family, which owns a controlling stake, will not take up its rights entitlement which will be placed with institutions. Its stake will be reduced from 56.5 per cent to 40.4 per cent.

The cash call involves the issue of 22.4m shares.

The group is gradually pulling out of the tenanted residential sector, which accounts for

just 10 per cent of its holdings. It has reinvested the money in commercial property, which has absorbed £42m in new acquisitions since September 1991.

The rights issue will reduce the company's gearing from 136 per cent (treating convertible preference shares as debt) to 88 per cent. However, Mr Tony Bosco, managing director, said Asda was expecting to make about £30m of acquisitions by the end of the year which would push gearing back to its pre-issue level.

The board believes that the combination of a large number

of unwilling holders of property and the relatively small number of well-financed active property companies specialising in the smaller end of the sector will mean that further attractive opportunities to make selective acquisitions will be available," it said.

#### COMMENT

Despite the glut of rights issues from property companies that need to be absorbed by institutions, Asda's cash call will probably be well received. The company is generally well liked in the City, having made some shrewd

investments at the bottom of the property cycle. This issue will give it the opportunity to make another £30m of acquisitions, which will be focused on small, high yielding property where there is scope to improve value by active management. The issue involves a relatively modest dilution of Asda's assets of about 2 per cent. The Davidson family's decision not to take up a rights issue may benefit the company in that it will increase the liquidity of the shares. Where the company's other shareholders are concerned, the issue is likely to be supported.

### London & Met talks to banks again

By Paul Taylor

LONDON & METROPOLITAN, a property company with negative net worth of £54m at the end of 1991, has begun discussions with its bankers aimed at securing agreement on its second financial restructuring in three years.

The company, which has debts of £120m, said yesterday that the discussions with its banks, led by the Bank of Scotland, were "proceeding satisfactorily".

In a statement which accompanied the 1992 results, which showed reduced losses, the company said it hoped an agreement could be reached "expeditiously", and that

details of the restructuring would be available by the end of August.

The latest discussions were made necessary by the increase in negative net worth from £44m at the end of 1991, and because the banks' loans and working capital facilities expired at the end of June having been extended for a year last summer.

The company has been struggling since a £100.3m loss in 1990, mainly reflecting provisions against falling property values, precipitated by shareholders' losses in March 1991.

At the time the banks accepted warrants in return for injecting new working capital,

tail, converting unsecured debt into five year debt and extending their secured debt.

Yesterday the group reported a reduced operating loss on continuing operations of £7.3m in the year to December 31 compared to a £13.7m loss the previous year.

Turnover fell to £21.5m (£22.4m). Net interest costs fell slightly to £12.2m (£12.3m) producing a pre-tax loss on ordinary activities of £19.6m (£26m). The loss attributable to shareholders was £17.2m (£25.2m) and losses per share dropped to 30.2p compared with 44.3p a year earlier.

### Measurement an irony of fund management

By Norma Cohen, Investments Correspondent

IT HAS been an irony of index fund management that the total returns of fund managers depended to a certain extent on just who was measuring.

Thus, the daily publication starting today of the FT-SE and FT-Actuaries indices showing total returns represents an effort by the two main performance measurement services to agree on the best way to measure it.

For the 1992 calendar year,

for instance, Combined Actuarial Performance Services calculated the total return of the FT-SE All-Share Index at 20.8 while WM Company, its leading competitor, calculated it at 20.4 per cent. In previous years, the divergence has been as wide as 0.4 per cent - a significant divergence for fund managers who promise to track the index within 0.1 per cent of its total return.

"It is all about accountability," said Mr James Woodcock, managing director of Barclays de Zoete Wedd Investment

Management, the UK's largest fund manager. "I have frequently been asked at trustee meetings to explain the divergence between our own performance and that of the index," he said.

The most significant factor has been the assumptions made about reinvestment. "If I know how the index is calculated, I can run my reinvestment on that same basis."

Thus, publication of clearly defined and uniform criteria may cause some shifts in the way passive index-tracking

fund managers handle assets under their control.

Mr John Clamp, chief executive of CAPS, said that the chief distortion in calculations of total returns may have come during periods when dividends were rising sharply. "The use of gross dividend yield in a period when dividends are rising sharply will underestimate the total return."

CAPS intends to retrospectively calculate its indices back to 1987 so that pension fund trustees may form a different view of performance, he said.

### FT-SE Actuaries Share Indices changes

TODAY'S FT-SE Actuaries Share Indices table, published on the London Stock Exchange page, includes for the first time two new features approved by the FT-SE Actuaries Share Indices Steering Committee last April.

● Total return figures, calculated at the close of each trading day, will now be shown for the FT-SE 100, FT-SE Mid 250, FT-SE-Actuaries 350, FT-SE Small-Cap and FT-Actuaries All-Share indices.

● The FT-SE Mid 250 Index, calculated in real time and displayed from yesterday on many information services' screens, will be shown both in its present form and without its investment trust company constituents.

A further small improvement in the presentation of the table has been introduced, altering the order of the columns of calculated ratios so as to place

dividend yield before earnings yield.

The total return indices are designed to take account both of the price performance of stocks and also of the income received from dividends, thus providing investors with an accurate measure of each sector's of the market against which the performance of a portfolio can be compared.

The total return figures are calculated gross of tax and assume that dividends and tax credits are reinvested immediately on the ex-dividend date.

Investors who wish to calculate their total return net of tax can do so by using the ex-dividend adjustment data already published daily on the FT-SE Actuaries Share Indices table.

The total return indices have been calculated since December 31 1992, when the value

was set at 1000.00.

Back data from December 31 1987 for the FT-Actuaries All-Share Index and the FT-SE 100 Index has been calculated by the London Stock Exchange.

The method for calculating the total return indices was designed by a working party set up by the Institute of Actuaries and the Faculty of Actuaries, chaired by Mr David Wilkie of B Watson & Son.

Calculation of the FT-SE Mid 250 Index without investment trust is expected to show significant divergence from Mid 250 itself, based on experience since the start of this year when the FT-SE SmallCap was first calculated with and without investment trusts.

The FT-SE Mid 250 Index currently contains 32 investment trust companies, accounting for about 10 per cent of market capitalisation. Their exclusion provides investors with an opportunity to measure the market in shares of medium-sized companies without "double counting" of shares held in the investment trusts' portfolios.

● Information on the method for calculating the total return indices is available from The Manager, FT Statistics, One Southwark Bridge, London SE1 9HL. Tel: 071-873-4007.

● Information regarding historical data for the new total return indices is available from FT Information Services at One Southwark Bridge, London SE1 9HL. Tel: 071-873-4610.

● Information regarding back history of the FT-SE Mid 250 Index ex-ITs is available from the Index Unit, London Stock Exchange, London EC2N 1HP. Tel: 071-797-3302.

### EGM called at Seafield

WATERGLADE International Holdings, the property group, said that one of its wholly owned subsidiaries and other shareholders of Seafield had requested an extraordinary general meeting to consider boardroom changes.

The meeting would seek the removal from the board of Mr Brian Chilvers, chairman, Mr David Burke and Mr David Sta-

ney, and the appointment to

the board of Mr David Cunningham, Mr Thomas Meggs, Mr Peter Voller and Mr David Grove, who are directors of Waterglade.

On Wednesday Seafield, the Dublin-based transport, warehousing and property group which is negotiating a restructuring, reported halved pre-tax losses of £11.1m for 1992.

Dividends shown pence per share net except where otherwise stated. 10m increased capital. SfSfM stock. A final of 3p indicated.

Current payment Data of payment Corresponding dividend Total for last year

BPS Inds —fin 4.8 Aug 20 7.25 7.5 11.28

Compeco —fin 12.96 12.96 12.96 12.96

Europcamp —int 3.45 Aug 27 3.45 3.45 3.75

Gibbs Mew S —fin 4.51 Oct 1 3.75 7.5 8.75

MS Optimum Inc —fin 1.85 Aug 9 1.85 7.4 7.25

Parbridge Fine —int 1.2 Sept 6 1 — 2.25

Quayle Munro —int 3 July 29 — —

Southern Elect —int 14 Oct 15 11.75 16.8 16.66

TR Technology —int 1.75 Aug 26 1.75 1.75 1.75

Unico S —int 1 Aug 14 1 1.75 1.75

### MAKE SURE YOU UNDERSTAND THE CHANGES AND OPPORTUNITIES IN EASTERN EUROPE



## COMPANY NEWS: UK

# HunterPrint shares fall 17p as talks end

By Paul Taylor

SHARES IN HunterPrint yesterday fell 17p to 50p after the specialist printer announced that talks with a possible bidder had ended.

The Corby-based company, which ousted Sir Ian MacGregor, its former chairman, in August and pushed through its second refinancing package in two years in December, was forced to reveal that it had been contacted by an unidentified potential bidder after a sharp rise in its share price in early May.

The board, however, yesterday issued a brief statement saying that "the talks resulting from these contacts had been inconclusive and have consequently been terminated".

Last year HunterPrint reported £12.3m of losses on turnover of £52.3m.

## Acquisition helps Gibbs Mew to near doubled profits

By Graham Deller

GIBBS MEW, the family-controlled brewer and commercial property group, which last year fought off a hostile bid from Brierley Investments, yesterday reported a near-doubling of annual profits.

On group turnover of £28.7m (£20.1m) pre-tax profits for the 53 weeks to April 3 advanced from £6.33m to £11.33m. The outcome was buoyed by a six-month contribution from UK D which accounted for turnover of £7m and operating profits of £471,000.

The core brewing, wholesaling and retailing side lifted operating profits by 11 per cent to £2.18m although bad trade-loan and debt provisions amounting to £263,000 were taken as an exceptional charge.

However, in the six months to end-March, the group managed a turnaround to profitability following the refinancing with pre-tax profits of £330,000 on sales of £26.6m.

The complex December refinancing package, including a £20m placing and offer, was put together by Mr Jeff Samson, chairman, and Mr Tony Caplin, chief executive.

It raised a net £18.3m and was mainly designed to reduce lease obligations on printing machinery at the Corby printing plant.

New investors, including lessors, picked up 47.1 per cent of the 40m shares issued and as a result of the refinancing, Ferag, a Swiss company which supplied printing machinery to the Corby factory, became HunterPrint's largest shareholder with 6.9m shares, equivalent to an 11.9 per cent stake.

## Citicorp reorganises venture capital side

By Charles Batchelor

CITICORP, the US banking group, has spun off its European venture capital activities into an independent company, CVC Capital Partners.

CVC will be wholly owned by Citicorp's existing European management team.

This move will free the venture capital operations from US banking regulations which have in the past limited the scale of their activities. As a first move, CVC intends to raise at least \$150m (£100m) of new finance on top of the \$550m already available.

The bank has specialised in financing medium-sized and large management buy-outs, often involving businesses with activities in several countries.

Citicorp has signed a long-term agreement to provide funds to CVC, said Mr Michael Smith, managing director of venture capital operations. He declined to disclose exact figures but the \$550m package available comprises this Citicorp commitment, the existing venture capital portfolio and \$150m of funds raised two years ago.

The creation of a separate venture capital management company will allow "some enhancement" of the earnings of the management team, said Mr Smith. Bank-owned venture capital companies frequently have difficulty matching the remuneration packages of independent funds though Citicorp had a competitive earnings package, he said.

As stated at the interim stage, costs of £129,000 relating to the bid defence were taken below the line, leaving attributable profits of £346,000 (£257,000). Brierley Investments, which first acquired a holding in the company in 1987, since disposed of its 19 per cent stake to a number of institutions.

CVC has yet to decide whether to cast its investments in the form of a fund, with a limited life, usually of 10 years, or become a company, with no time limit on its activities, said Mr Smith.

Full diluted earnings per share emerged at 18.74p (11.87p) and a recommended final dividend of 4.5p lifts the total to 7.5p (6.75p).

The shares, traded on the USM, rose 15p to 28.5p.

## Inkjet print battle leaves its mark

Alan Cane details a niche market which is dominated by UK-owned companies

THE PROGRESS of one of Britain's few high technology leaders is charted in a laconic note at the back of GEC's results statement this week. "Videojet's sales and profits advanced, with new operations established in the Netherlands and Ireland".

The bland commentary camouflages the new aggression that the company, based in the US but owned by GEC, is displaying in the European marketplace, unsettling its chief competitors and forcing them on the defensive.

Mr Michael Keeling, managing director of Linx Printing Technologies, one of Videojet's newest challengers, said wryly yesterday: "Videojet has been growing much faster than we anticipated."

Videojet specialises in continuous or industrial inkjet printing. Its systems are designed to print numbers, letters, barcodes and graphics on almost anything and are especially delicate to print on fresh eggs and accurate enough for telephone cabling.

Industrial inkjet printers differ from their office equivalents in robustness and speed. They are the only machines capable of labelling products on ultra high speed production lines.

A small but growing niche market, it is dominated by British-owned companies. Videojet disputes overall leadership with Domino Printing Sciences, the Cambridge company, each having close to a third of the world market. Linx and another UK company, Wilett, have under 10 per cent each.

The overseas competition is represented by Image of France with about 16 per cent, and Hitachi of Japan with 7 per cent.

The market has grown rapidly in the past few years, driven by national and international legislation demanding the marking of foods, beverages and drugs with batch numbers and sell-by dates.

"Everybody did well," said Mr Howard Whitesmith, Domino's managing director. Domino's share price reached 220p earlier this year, while Linx came to the market in October 1992 at 130p and saw the shares

advance to 220p.

Now the boom has petered out and supply exceeds demand in Europe for the first time since the 1980s. Image, which moved ambitiously from distribution to direct sales, is losing money and shedding staff.

Domino issued a profits warning in March and Linx followed suit in May. Yesterday their shares were trading at 430p and 117p respectively.

However, Mr Adrian Shepherd, managing director of Videojet in the UK, does not think the inkjet printing bubble has burst. "There is a lot of business out there to be had,

but it is not all in the UK."

Share prices relative to the FT-A All-Share Index

Source: Datastream

Domino Printing Sciences

Linx Printing Technologies

1992 1993

Source: Datastream



Howard Whitesmith: confident about coming year on back of strong UK and French sales

Trevor Humphries

although the market is becoming more competitive."

He points to the possibility of new legislation forcing producers to label eggs and a spread of opportunities in the labelling of pharmaceuticals and automotive parts.

A principal battleground is the US, where Videojet is synonymous with industrial inkjet printing, having at least 55 per cent for Domino and an estimated 4 per cent for Linx.

Hard numbers are difficult to come by in this business. The fact that Videojet's figures are not reported separately in GEC's corporate results makes analysis difficult.

Domino produced gross profits up 21 per cent in the six months to April but the pre-tax figure fell from 24.6m to 21.7m.

The main reason was the cost of taking on 14 additional sales staff together with support in the US, so far without much result.

Mr Keeling blames a reluctance to invest while US business assesses the impact of the Clinton administration.

Others argue that Domino

underestimated the strength of Videojet's hold on the market.

Mr Whitesmith is confident about the coming year, pointing to strong sales in the UK and France where its blue chip customers include Citroën, the motor manufacturer, and Nestlé, owner of the Vittel bottled water brand.

Mr Keeling blames the company's likelihood of flat profits this year on competition from Videojet coupled with inexperience in operating as a public company.

The days of easy pickings have gone. With Videojet taking the battle to Europe, Domino, Image and the others have a fight on their hands. If Videojet gets permission to break out its figures from GEC's results, the full extent of the threat would be revealed.

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Given the interest in industrial inkjet printing, it seems certain to continue to expand although at a modest 10 per cent a year or so compared to the exuberant rates of 25 per cent to 30 per cent in earlier years when legislation forced the pace.

The days of easy pickings have gone. With Videojet taking the battle to Europe, Domino, Image and the others have a fight on their hands. If Videojet gets permission to break out its figures from GEC's results, the full extent of the threat would be revealed.

## THE PROPERTY MARKET



Rebuilding Paddington Circus: British Rail Property Board is credited with having exploited the 1980s development boom adroitly

## An uncertain game plan

Vanessa Houlder on BR's vast holdings post-privatisation

In the game of Monopoly, few investments are more reliable and straightforward than station property. But in the real world, the opposite may apply. The opportunity to invest in railway property after British Rail's privatisation is likely to be greeted with perplexity and caution.

This is not for lack of opportunity. British Rail owns land on a scale unmatched by any other nationalised business. It owns 155,000 acres of land, 2,500 stations and a tenanted estate with an annual income of £145m. Although BR refuses to divulge the results of a recent property revaluation, its property assets undoubtedly run into billions of pounds.

Initially at least, privatisation is likely to offer plum opportunities for chartered surveyors, rather than investors or the taxpayer. The new structure for the railways will create many landlords and tenants, each of which will require property advice. "It will be a bonanza for property advisers," says Mr Bob Hill, managing director of British Rail Property Board (BRPB), which manages BR's tenanted estate.

Unlike some privatisations, investors are not being lured by the promise of a rich vein of under-exploited property.

"There is as much effort going into ensuring that in the future assets are properly managed as looking for scope for exploitation," says Mr Stephen Barter of chartered surveyors Richard Ellis, which is advising the Department of Transport on the property implications of privatisation.

The question of how privatisation will improve the management of BR property assets

provokes answers that are long on rhetoric and short on detail. The Department of Transport's advisers say that privatisation will identify and exploit those opportunities where greater competition and the involvement of private sector finance and management skills can provide better value for money.

There are two ways in which privatisation is expected to lead to better property management:

• Privatisation may lead to more cost-effective management of the railway estate, since privatised station operators will have greater incentive to contain their costs.

• Privatisation will overcome the allegedly unhelpful division of management within stations between British Rail, which manages the train operations and is responsible for issues such as safety, and BRPB, which manages the property assets.

There is some scepticism within the organisation about the advantages offered under the new regime.

Given British Rail's proven ability to co-operate with the private sector in projects such as Broadgate and St Pancras, there is some scepticism within the organisation about the advantages offered under the new regime.

According to Richard Ellis, an important difference under the new system is that the private sector will be able to undertake developments inside stations, as well as above and alongside them. Investors might, for instance, see opportunities for installing shopping plazas inside stations located in city centres.

Just how far British Rail

needs to improve its property management is a moot point.

In 1985 the Monopolies and

Mergers Commission published a highly critical report about BRPB. The report slammed everything from its marketing skills to its filing system. But in recent years, BRPB is credited with having exploited the 1980s development boom adroitly. In conjunction with Rosehaugh Stanhope Developments, it was responsible for the Broadgate and St Pancras complexes in the City of London, some of London's better new developments.

In broad outline, the privatisation plan is to split BR's estate into two parts. One half, which may be known as BR Property, will manage its non-operational property, such as disused viaducts. The other half will comprise station freeholds and other operational property. These will be owned by Railtrack, the track authority, which in turn will be owned by the government, although it has been earmarked for privatisation in the medium term.

There is still considerable uncertainty about how these arrangements will work in practice. It is unclear, for instance, how much Railtrack will be able to borrow, which assets Railtrack will own, and which of BRPB's staff will join Railtrack (Mr Bob Hill, managing director of BRPB, has already been appointed Railtrack's property director).

Once these questions have been resolved, there will be an extensive overhaul of the railways' property management. But there is some scepticism among BR's senior management about the significance of these changes. In the view of Mr Hill, the impact will be muted. "I think the reality is that there won't be a dramatic difference in terms of what happens to property," he says.

At this stage, discussions with potential investors are tentative. The Department of Transport is unable to market the opportunities too energetically because of the poor state of the property market and the large number of policy questions which still answers. Even the plans that have been worked out could be altered by parliament before the bill receives royal consent, probably in October.

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Given BRPB's proven ability to co-operate with the private sector in projects such as Broadgate and St Pancras, there is some scepticism within the organisation about the advantages offered under the new regime.

According to Richard Ellis, an important difference under the new system is that the private sector will be able to undertake developments inside stations, as well as above and alongside them. Investors might, for instance, see opportunities for installing shopping plazas inside stations located in city centres.

Just how far British Rail

needs to improve its property management is a moot point.

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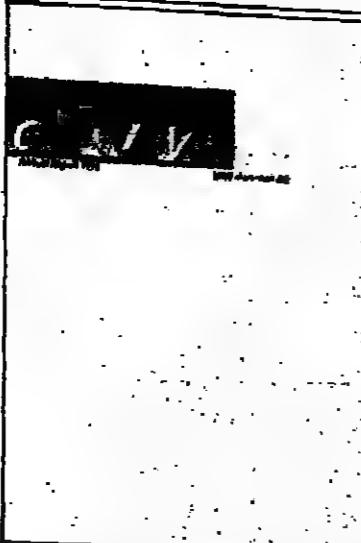
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# Financial Times Annual Report Service



97

**VAW aluminium AG**  
VAW aluminium AG, a company of the VIAG Group, is Germany's largest aluminum company and one of the leading producers and fabricators of aluminum in Europe. Its production and services range from raw materials to finished products. VAW's core business concentrated the production of specialized items for the packaging and transport markets. In 1992, VAW successfully managed its progress towards becoming a specialist producer in selected business areas. External sales of the VAW Group amounted to DM 5.4 billion with a net profit of DM 80 million. Capital and financial investments totalled DM 780 million in 1992. Worldwide, the VAW Group employs a workforce of over 18,000.



98

**Telephone and Data Systems, Inc.**

Telephone and Data Systems, Inc. ("TDS") is a Chicago-based telecommunications company with established local telephone operations and developing cellular telephone and radio paging operations. TDS strives to build value for its shareholders by providing excellent communications services in structurally, closely related segments of the telecommunications industry.



99

**Tabacalera, S.A.**

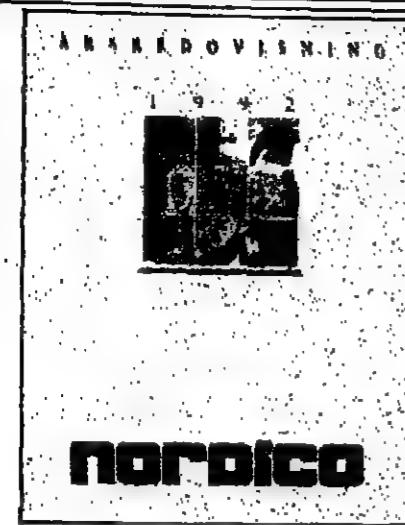
Established in 1945, and with a capital share of 52.26% owned by the Spanish State, its primary objective is the manufacture and distribution of tobacco products and the distribution of fiscal securities, postage stamps and other such documents. Through its associated and subsidiaries companies is also involved in other areas such as food, distribution...



100

**PLM**

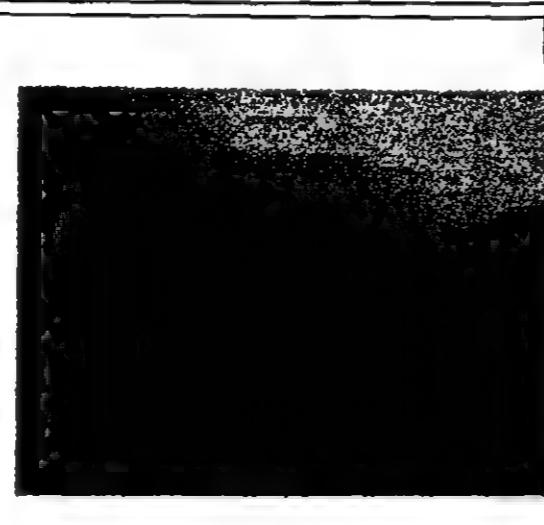
PLM manufactures and markets consumer packaging made from metal, glass and plastics, mainly for the beverage and food industries in Europe. PLM's ambition is to enhance its position as one of the leading packaging companies in Europe. The Group is divided into four divisions: Beverage Can, Food Can, Glass and Plastics.



101

**The Nordico Group**

Nordico is the Swedish-based mother company of an international industrial group engaged in five business areas: Vegetable oils (Karlskrona); Leathers (Elmo-Calf); Materials Handling (BT Industries, BT Systems); Bathroom Products (Gustavberg); Plastics & Rubber (Gislaved Folie, Gislaved Gummi). The Nordico Group 1992 turnover amounted to SEK 8,926 Million (USD 1,200 Million). Last year: SEK 9,161 Million (USD 1,272 Million). 63% of the Group's turnover was sold outside of Sweden. The number of employees of the Nordico Group was 7,651 (last year: 8,530, 46% of whom were employed outside Sweden).



102

**TVX Gold Inc.**

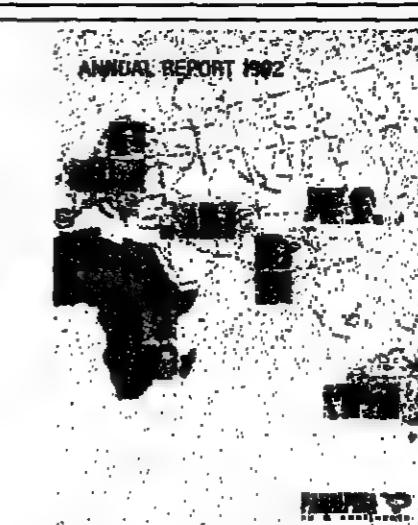
TVX Gold Inc. is a significant producer of precious metals with interests in six producing gold mines located in North and South America. Production totalled a record 406,000 ounces of gold and gold equivalent in 1992. The Company's strengths include quality reserves, long mine life, low cash costs of production and efficient new mines. It is from this base that the Company intends to pursue a strategy of focused growth in reserves, production and earnings.



103

**Control Data Systems, Inc.**

Control Data Systems Inc. (NASDAQ: CDAT) began trading as an independent company on August 3, 1992. Control Data Systems entered the marketplace with a worldwide sales and service organization of over 3,000 employees, an installed base of 1,600 customers, and the mission to leverage its 35 years of industry experience in high-performance computing as a global integrator of information technology in selected growth markets. Control Data Systems ended 1992 with a strong balance sheet bolstered by equity investments from its primary technology partners - Silicon Graphics, Inc. and NEC Corporation.



104

**PANALPINA World Transport Ltd.**

PANALPINA World Transport Ltd. is a leading Swiss-based forwarding group with subsidiaries and representatives in more than 50 countries on 6 continents. The group's focus on local customers' need, combined with its global know-how and fully computerized logistics, make it uniquely able to serve its clients and markets. In 1992, PANALPINA posted a record result in terms of both sales and earnings.



105

**AKER**

Aker is one of Norway's largest industrial groups. Its activities encompass cement and building materials and oil and gas technology. Aker holds a strong position domestically in cement and building materials and has a significant international cement business. It is also Norway's leading company in oil and gas technology, with a comprehensive range of services and a growing international presence. Total turnover in 1992 increased to NOK 17,332 million. Despite difficult trading conditions in a number of its markets, Aker ended the year with a strengthened financial position. Aker had 16,300 employees at the end of 1992.



106

**SHV**

SHV, a Dutch privately held International company, is involved in two main business activities:  
1st: The distribution of consumer goods under the names Makro, operating world wide in 12 countries, and Otto Reichtelt, a leading supermarket chain in Berlin.  
2nd: The trade in energy and raw materials, especially the distribution of liquified petroleum gas (LPG) under the names Calor, Primagaz, Unigaz, Pum and others.

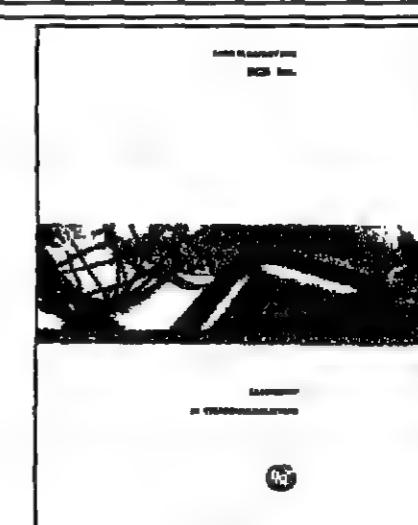
In 1992 SHV's net sales reached GBP 7.1 billion with an income of the Group of nearly GBP 200 million, employing 50,700 people.



107

**Mobile Telecommunication Technologies Corp.**

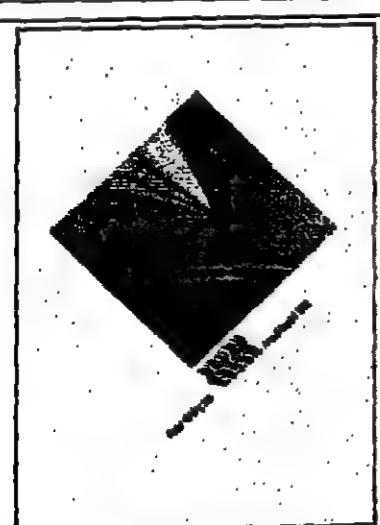
Mobile Telecommunication Technologies Corp. (NASDAQ: MTEL) headquartered in Jackson, Mississippi or Metel, is a pioneer in wireless communications, and a leader in providing nationwide and international messaging services to business travellers. The Company is at the forefront of new technologies that integrate telecommunications with portable personal computers to serve the growing mobile workplace. Through its Washington D.C.-based SkyTel Corp. subsidiary, Metel is the leading provider of nationwide messaging services in the United States. The Company is expanding these services to Asia, Latin America and other parts of the world using 931.9375 MHz as a common frequency.



108

**BCE Inc.**

BCE Inc. is Canada's largest telecommunications company. Its subsidiaries include Bell Canada, providing telecom services to 60 per cent of the country, and Northern Telecom, the leading global supplier of fully digital telecom systems. In 1992, BCE purchased a 20 per cent interest in Mercury Communications Limited, Britain's second-largest telecoms carrier. BCE's 1992 earnings were Cdn \$1.39 billion on revenues of Cdn \$20.78 billion.



109

**Rieter Holdings Ltd.**

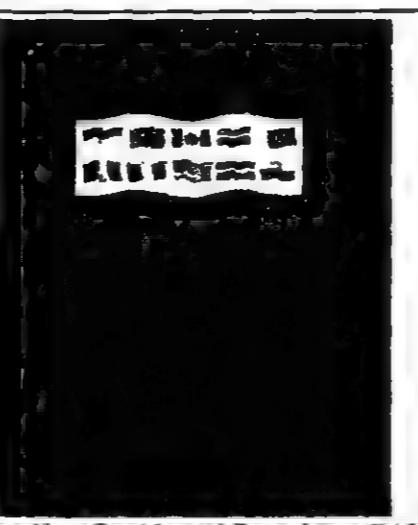
Rieter - a Swiss based group with global presence and approximately 1.7 Mio. Swiss sales in 1992 - is the only company worldwide, who commands the entire know how in fibre manufacture and processing, based on both cotton and plastics. In its divisions Spinning Systems, Rieter develops and produces machines and fully integrated spinning systems. The Unikeller Division is European market leader in noise control and thermal insulation components for vehicles.



110

**Bayerische Hypotheken- und Wechsel-Bank AG**

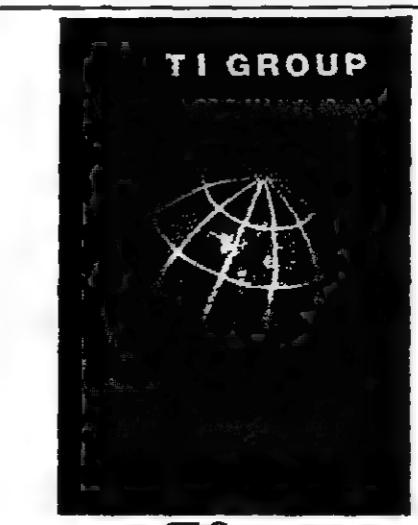
Bayerische Hypotheken- und Wechsel-Bank AG (HYPO BANK), founded in Munich in 1853, is Germany's fifth largest private financial institution and one of two mixed credit institutions featuring a full range of commercial, investment and mortgage banking services under one roof. With nearly 500 branches in Germany and the new states, HYPO BANK is present in all major regions of the Federal Republic. HYPO BANK is also active through subsidiaries, joint ventures and representative offices in major financial capitals worldwide as well as a strong presence in Eastern Europe, including the Czech Republic and Hungary.



111

**Canadian Occidental Petroleum Ltd.**

Canadian Occidental Petroleum Ltd. is a global oil and gas exploration and development company and a leading North American producer and marketer of industrial bleaching chemicals. With diversified oil and gas operations in North America, South America, Europe, the Middle East and Far East, CanadianOxy has added more than 240 million barrels of new reserves since 1990. New projects coming onstream in Yemen, Ecuador, the United States Gulf Coast and the North Sea will triple oil production to over 100,000 barrels per day and add over 40 million cubic feet per day of new gas production by year end 1993. The Company is a low cost producer of sodium chloride, caustic soda and chlorine, with recently expanded and modernized facilities.



112

**TI Group**

TI Group's strategy is to be an international engineering group concentrating on specialised engineering businesses, operating in selected niches on a global basis. Key businesses must be able to command positions of sustainable technological and market share leadership. Each business will have a high knowledge and service content. TI Group's three core businesses are John Crane engineered seals and sealing systems, Bandy fluid carrying systems and Dowty engineered aerospace products. The first two are world leaders and Dowty has the potential to become one.

**The Financial Times Annual Report Service is appearing on 29, 30 June, 1, 2 July 1993**

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## COMMODITIES AND AGRICULTURE

# Clinton unveils compromise plan for US forestry

By George Graham in Washington

US PRESIDENT Bill Clinton yesterday unveiled his plan to bridge the chasm between environmentalists and loggers over the timber harvest in the endangered old growth forests of the Pacific north-west.

The plan will allow about 2bn board feet of Forest Service timber sales from the region this year, as previously arranged sales move through the pipeline, but would then settle on a much lower timber harvest of some 1.2bn board feet a year.

This would be one third of the yield reached in the late 1980s but would allow more timber to be cut than at present, with logging held up by a variety of court orders.

Mr Clinton said the plan was scientifically sound and complied with the law.

While the proposed annual yield is smaller than timber interests had wanted, the plan does not have some of the protections environmental groups had sought; it would, for example, allow some salvage cutting and thinning in protected areas of owl habitat.

The administration plan offers \$270m of economic aid next year to help the region adjust to reduced timber harvests, and \$1.2bn over five years, creating jobs in watershed restoration and ecological preservation.

"Had this crisis been dealt with years ago, we might have

plan with a higher yield and

more environmental protection areas," Mr Clinton said yesterday.

These new laws follow Argentina's introduction four years ago of free market reforms that have transformed the country into one of the fastest-growing economies in the region.

The government is offering mining companies a generous tax regime that includes a promise not to change the tax structure of investment pro-



Bill Clinton: He said the plan was scientifically sound and complied with the law.

with more environmentally protected areas. We are doing the best we can with the facts as they now exist in the Pacific north-west," Mr Clinton said yesterday.

Lumber prices rose sharply in early trading on the Chicago Mercantile Exchange in anticipation of lower timber harvests under the Clinton plan, moving up ahead of the announcement. But they fell back later.

Mr Clinton also announced that he would seek additional funding from congress to pay for flood damage in the upper Mississippi basin, where governors of five states have sought aid for farmers whose crops

had been washed out.

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The government is offering mining companies a generous tax regime that includes a promise not to change the tax structure of investment pro-

jects for 30 years and allows them to import machinery duty free. Companies can write off all their exploration costs against future corporate tax once a project begins generating profits.

The laws will also allow companies to set up free trade zones in which remaining tax and import restrictions will be waived. The intention is to attract international companies based on the Chilean side of the Andes to cross into Argentina.

Argentina badly needs to attract foreign investment because it lacks home-grown mining expertise. As a result of the endemic indifference to mining, only 17 per cent of its territory has been adequately surveyed.

Major mining companies began shifting around Argentina well before the new mining policies came into effect. The government's mining secretariat reports that 20 companies, nearly all of them foreign, have already committed US\$100m in investments to study 64 mining projects. This may be small change by international standards, but it represents a hefty capital influx for an industry that turns over barely \$400m a year.

Argentina's great attraction is its virgin geology and consequently the chance of finding

major undeveloped deposits with quick payback periods. Some, like Canada's Musto, claim they have already found highly attractive properties.

Musto is working on a 16-month US\$5m feasibility study of what it claims to be an exceptionally rich, world-class gold deposit in the Andean foothills. The company says the Bajo de la Alumbrera deposit is "one of the largest proven unexploited porphyry copper/gold deposits in South America". It believes the deposit could produce 140m lb of copper and 200,000 ounces of gold a year for 20 years.

Mr Jorge Jones, Musto's Argentine general manager, says that if Musto takes up an option to develop Bajo de la Alumbrera, the project will need at least \$450m in investments and would therefore require co-financing from other joint venture partners.

The mining secretariat says international companies have at least four other major gold, copper, lithium and potassium projects under consideration, which would be worth over \$500m in investments if taken beyond their present exploration stages.

Argentina is so anxious to attract investment that it has even restructured companies that they have little to fear from its fee-

ble environmental laws. At an international mining conference in Denver in June, Mining Secretary Angel Maza was quoted as saying: "We would not think of subordinating the interests of development to those of the environment".

Despite its fiscal and geological attractions, Argentina is far from becoming a mining paradise. To start with, its geology is less favourable than Chile's, where rich mineral veins are closer to the surface and therefore cheaper to mine.

And companies already operating in Argentina, like RTZ affiliate Minera Aguilar, which produces lead, silver and zinc close to the Bolivian border, are losing money because prices are low, while their costs are high.

Operating costs are high because the currency is overvalued, labour productivity is low and inputs are overpriced. For example, Aguilar has to import items ranging from explosives to spare parts because locally-made products are expensive.

Finding financial backing for mining projects is both difficult and expensive. Local banks are unwilling to lend for long periods, while international banks are unhappy lending for mining projects in a country with little mining tradition.

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## Mining chief accused over aborigine claim

ABORIGINAL AFFAIRS Minister Mr Robert Tickner yesterday accused Hugh Morgan, managing director of Australia's Western Mining Corporation Holdings, of waging a hate campaign over a court decision granting aborigines full title.

Mr Morgan, head of one of

Australia's biggest mining groups, said a landmark 1992 High Court ruling on native land title, known as the Mabo ruling after one of the original plaintiffs, would create racial tension and economic stagnation.

"You've got a representative of one of Australia's mining

giants waging this campaign of hate and bitterness against aboriginal people and it's just got to stop," Mr Tickner said in a radio interview.

"It's so far over the top, so divisive, and for any of us to give it any credibility... is, I think, profoundly un-Australian."

buy gold in a rising market?" was a typical comment. "He has either already bought the gold or he doesn't intend to buy any."

Sir James and Lord Rothschild announced on Wednesday that they would offer the public 9.85m shares in, or 14 per cent, of Newmont Mining, North America's biggest gold producer. When the sale is completed, they will in the space of less than a year have reduced their combined holdings in Newmont from 48 per cent to 6.5 per cent.

In London yesterday gold started quietly and ended the formal morning fixing at \$377.85 an ounce, down about \$1 from Wednesday's closing price. Traders said business was quiet as gold producers

were not selling and demand was minimal.

Then New York investment funds rediscovered silver yesterday, pushing the price up by 17½ cents an ounce to \$4.74 by the close in London. Gold was dragged up because computer trading programmes finally linked the two precious metals.

Gold closed in London at its highest level for the day, \$384.50, up \$5.25 an ounce. Traders suggested that, as the price was being driven by technical factors, it would probably move to \$385 which was the next important chart point.

One said that if Sir James used only half the \$400m proceeds expected from his share sale to buy gold call options, it would probably be enough to drive the price above \$400.

Instead, the large industrialised economies actually fell further into recession and the Chinese buying interest slackened again.

"Falling production continues to be masked by the enormous stockpiles," said ANZ bank economist Mr Paul

Stewart.

"The long-awaited recovery in Western Europe and Japan just never came, in fact it got worse," said Mr Conway yesterday. "There's been a general deterioration in demand for world textiles."

The average indicator fell from NZ\$24.71 at the first sale of the 1992/93 season to NZ\$23.77 by the last sale.

New Zealand's Ministry of Agriculture and Fisheries noted in its annual agricultural outlook that Chinese demand had been sluggish for much of the second half of the season.

"This can be attributed to many factors, such as the depreciation of China's currency, foreign exchange allocation problems and temporary disruption to buying as responsibility for purchasing is transferred from state to local enterprises," it said.

The weight of wool stockpiles overhanging the world market compounded the problem of slackening demand, economists explained.

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With total stocks at present equivalent to 35 per cent of annual world production economists said nervousness surrounding the growth of the world's largest stockpile in Australia had helped depress prices.

Although rescheduling of the Australian Wool Realisation Commission's debt repayments by the Australian government in April helped ease the tension, the stockpile was expected to remain a problem while the world economic recovery continued.

"Given the sluggish outlook for demand and continuing large wool availabilities, prices for the 1993/94 season are not forecast to increase substantially," the ministry said.

The continued absence of buyers from the former Soviet Union would also constrain prices... particularly since they've been the major buyers in the past of those shorter crossbred wools," Mr Conway warned.

Most of New Zealand's 5.4m sheep are crossbred to produce both meat and wool.

## Goldsmith announcement 'not responsible for gold spike'

By Kenneth Gooding, Mining Correspondent

SIR JAMES Goldsmith's announcement that he was to swap gold shares for gold bullion had nothing to do with a sharp rise in the gold price yesterday, according to traders and analysts.

Traders were deeply suspicious of Sir James's motives. They insisted no professional speculator would reveal his hand so clearly before completing a deal. "He won't get the money from the share sale for a week or two. Does he expect us to believe he would then

buy gold in a rising market?" was a typical comment. "He has either already bought the gold or he doesn't intend to buy any."

Sir James and Lord Rothschild announced on Wednesday that they would offer the public 9.85m shares in, or 14 per cent, of Newmont Mining, North America's biggest gold producer. When the sale is completed, they will in the space of less than a year have reduced their combined holdings in Newmont from 48 per cent to 6.5 per cent.

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Stewart.

"The long-awaited recovery in Western Europe and Japan just never came, in fact it got worse," said Mr Conway yesterday. "There's been a general deterioration in demand for world textiles."





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- 1 -

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777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	
807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	
837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867
868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886												

Continued on next page

## **NYSE COMPOSITE PRICES**

1983  
High Low Stock      Yr. % E 1983  
Configured from previous page

1982														1983													
High	Low	Stock	Vol.	%	IV	52	High	Low	Close	Per.	Chg.	High	Low	Stock	Vol.	%	IV	52	High	Low	Close	Per.	Chg.				
Continued from previous page																											
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22 152 S Anita St	1.26	7.3	18	743	19	18.5	18.5	18.4	18.4	+1.4	+1.4	18.2	17.5	18.5	1.26	7.3	18	539	17.5	18.2	18.2	18.2	18.2	18.2	18.2	18.2	
20 162 SCOR US Cp	0.32	1.82	27	134	16.5	16.5	16.2	16.5	16.5	+1.5	+1.5	16.5	16.5	16.5	0.32	1.82	27	1021	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	
28 20 SPS Techno	1.28	4.8	17	25.5	25.5	25.5	25.5	25.5	25.5	+1.5	+1.5	25.5	25.5	25.5	1.28	4.8	17	1021	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	
142 127 Sabis Rd	1.04	7.8	9	33	13.5	13.5	13.5	13.5	13.5	+1.5	+1.5	13.5	13.5	13.5	1.04	7.8	9	1021	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	
134 82 Sallard	0.20	1.5	12	337	13.5	12.5	12.5	12.5	12.5	+1.5	+1.5	12.5	12.5	12.5	0.20	1.5	12	2084	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	
23 162 Sallard St	0.36	2.1	8	2100	17.2	17.2	17.2	17.2	17.2	+1.5	+1.5	17.2	17.2	17.2	0.36	2.1	8	1772	17.2	17.2	17.2	17.2	17.2	17.2	17.2	17.2	
182 107 Sallmy	0.20	2.1	24	1880	16.5	17.5	17.5	17.5	17.5	+1.5	+1.5	17.5	17.5	17.5	0.20	2.1	24	1880	17.5	17.5	17.5	17.5	17.5	17.5	17.5	17.5	
37 2 Sallmy/W35	0.20	0.5	30	114	14.5	14.5	14.5	14.5	14.5	+1.5	+1.5	14.5	14.5	14.5	0.20	0.5	30	1021	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	
44 372 SallmyPaper	0.20	0.5	30	28	20.5	20.5	20.5	20.5	20.5	+1.5	+1.5	20.5	20.5	20.5	0.20	0.5	30	1021	20.5	20.5	20.5	20.5	20.5	20.5	20.5	20.5	
37 31 SallmyLP	1.76	5.0	74	8	35	35	35	35	35	+1.5	+1.5	35	35	35	1.76	5.0	74	1021	35	35	35	35	35	35	35	35	
33 25 Sallmy's	2.81	3.5	12	574	57.5	57.5	57.5	57.5	57.5	+1.5	+1.5	57.5	57.5	57.5	2.81	3.5	12	1021	57.5	57.5	57.5	57.5	57.5	57.5	57.5	57.5	
95 74 Sallmy City	0.20	2.5	26	1102	44	41.5	41.5	41.5	41.5	+1.5	+1.5	41.5	41.5	41.5	0.20	2.5	26	1021	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	
55 367 Sallmy City	1.20	2.9	91282	23	44	41.5	41.5	41.5	41.5	+1.5	+1.5	41.5	41.5	41.5	1.20	2.9	91282	1021	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	
157 13 Salomon	0.36	2.7	23	233	13.2	13.5	13.5	13.5	13.5	+1.5	+1.5	13.5	13.5	13.5	0.36	2.7	23	1021	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	
47 24 Salomon	0.84	1.7	20	2224	36.5	36.5	36.5	36.5	36.5	+1.5	+1.5	36.5	36.5	36.5	0.84	1.7	20	1021	36.5	36.5	36.5	36.5	36.5	36.5	36.5	36.5	
25 22 Salomon GSE	1.48	5.7	14	517	25	25	25	25	25	+1.5	+1.5	25	25	25	1.48	5.7	14	1021	25	25	25	25	25	25	25	25	
4 34 SalomonEdo	0.40	10.5	312	4	4	34	34	34	34	+1.5	+1.5	34	34	34	0.40	10.5	312	1021	34	34	34	34	34	34	34	34	
115 91 SalomonEdo	0.18	1.82	25	1912	10.5	10.5	10.5	10.5	10.5	+1.5	+1.5	10.5	10.5	10.5	0.18	1.82	25	1021	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	
40 35 SalomonEdo	0.20	2.5	10	215	33.5	33.5	33.5	33.5	33.5	+1.5	+1.5	33.5	33.5	33.5	0.20	2.5	10	1021	33.5	33.5	33.5	33.5	33.5	33.5	33.5	33.5	
47 36 SalomonEdo	0.21	1.1	138	25	10.5	10.5	10.5	10.5	10.5	+1.5	+1.5	10.5	10.5	10.5	0.21	1.1	138	1021	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	
31 24 SalomonEdo	0.10	1.6	20	10226	18.5	18.5	18.5	18.5	18.5	+1.5	+1.5	18.5	18.5	18.5	0.10	1.6	20	1021	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	
25 40 SalomonEdo	2.74	5.7	15	358	48	47.5	47.5	47.5	47.5	+1.5	+1.5	47.5	47.5	47.5	2.74	5.7	15	1021	47.5	47.5	47.5	47.5	47.5	47.5	47.5	47.5	
25 21 SalomonEdo	1.42	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.42	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 22 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 23 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 24 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 25 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 26 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 27 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 28 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 29 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 30 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 31 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 32 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 33 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 34 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 35 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 36 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 37 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 38 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 39 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 40 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 41 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 42 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
25 43 SalomonEdo	1.25	3.8	14	2755	24.5	24.5	24.5	24.5	24.5	+1.5	+1.5	24.5	24.5	24.5	1.25	3.8	14	1021	24								

**NASDAQ NATIONAL MARKET**

*4 pm close July 1*

#### **AMEX COMPOSITE PRICES**

10 of 10 pages

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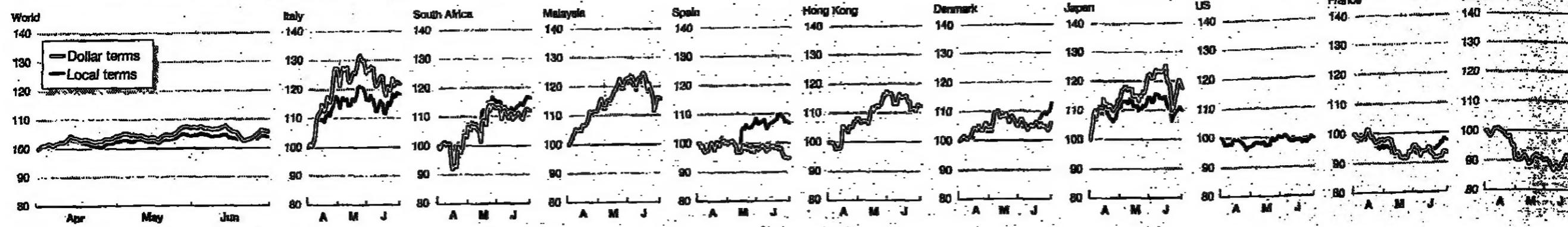
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Perrier outta

## FT-Actuaries World Indices in the second quarter 1993



## AMERICA

## Dow retreats after drop in NAPM index

## Wall Street

AFTER a brief move upwards at the opening, US share prices fell back yesterday in the wake of more bad economic news, writes Patrick Harmer in New York.

At 1pm, the Dow Jones Industrial Average was unchanged at 3,516.08. The more broadly based Standard & Poor's 500 was down 0.32 at 450.01, while the Amex composite was 0.54 firmer at 434.78, and the Nasdaq composite down 0.71 at 703.24. Trading volume on the NYSE was 160m shares by 1pm.

Prices opened slightly firmer, helped by reports of an 11,000 decline in the latest weekly jobless claims numbers. The fall was bigger than analysts had expected, and briefly raised hopes that today's employment report for June will not be as weak as feared.

The markets could not hold on to their initial gains, however, and prices turned tail soon after the National Association of Purchasing Management reported that its index of manufacturing activity had dropped from 51.1 per cent in May to 48.8 per cent in June. Any reading below 50 per cent is regarded as indicative of a contraction in the manufacturing economy. Moreover, the June figure was the lowest level in the NAPM index since December 1951, a time when

the economy was in recession. The data was especially worrying because it suggested that it was unlikely that manufacturers added to their payrolls in any significant numbers last month. Consequently, today's June employment report could prove even weaker than anticipated. The latest batch of Wall Street forecasts predict that no-farm payroll will have

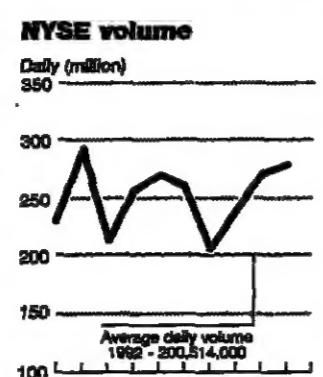
strongly, rising 0.1% to 0.7% as the stock continued to benefit from its recent decision to cut its aluminium production capacity by a quarter.

Westinghouse Electric firmed \$4 to \$16 as investors responded mostly favourably to the appointment of Mr Michael Jordan as chairman and chief executive.

Santa Fe Pacific tumbled \$2 to \$17 after Merrill Lynch cut its short-term rating on the stock from above average to neutral.

Drug stocks ran into heavy selling after two of the sector's biggest constituents - Merck and Pfizer - were cut from the recommended list of Goldman Sachs. Pfizer tumbled 1% to \$857 in volume of 1.8m shares, Merck gave up 3% to \$85, Bristol-Myers Squibb dropped 3% to \$877 and Schering-Plough fell 3% to \$88.

• Toronto was closed yesterday for Canada Day.



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## Mexico falls 1.6% at opening

MEXICAN stocks opened sharply weaker on fears of a US court ruling could delay the implementation of the North American Free Trade Agreement, agencies report from Mexico City.

The IPC index was quoted down 26.53 points or 1.6 per cent at 1,643.76 in heavy volume of 27.6m shares in early trading.

A US federal judge ruled on Wednesday that the US trade representative's office must prepare an environmental impact statement on the Nafta before its implementation.

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## EUROPE

## Bourses slow after Buba cuts

## FT-SE Actuaries Share Indices

July 1	THE EUROPEAN SERIES									
	Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close	
FT-SE Eurostock 100	1213.63	1214.52	1216.58	1221.05	1218.02	1216.38	1213.21	1213.21	1213.21	
FT-SE Eurostock 200	1270.19	1270.88	1271.93	1271.12	1273.11	1272.88	1271.88	1270.98	1270.98	
	Jun 30	Jun 29	Jun 28	Jun 27	Jun 26	Jun 25	Jun 24	Jun 24	Jun 24	
FT-SE Eurostock 100	1208.00	1207.97	1210.15	1202.12	1199.58	1202.12	1199.58	1202.12	1202.12	
FT-SE Eurostock 200	1255.14	1253.58	1255.02	1254.67	1251.56	1254.67	1251.56	1254.67	1254.67	

Data were 1000 (parities) London 100 - 1213.21 200 - 1270.98 1000 (parities) London 100 - 1213.21 200 - 1270.98

as it had been concentrating less on fundamentals in recent weeks.

The Fiat share price has gained 50 per cent since the start of the year on a number of speculative stories.

One of these involved expectations of asset sales by the group, confirmed by Mr Agnelli at the annual meeting.

As a result, Rinascente, one of the non-strategic divisions expected to be sold, leapt L101 to L9,900.

There was considerable activity in possible privatisation candidates after the government said on Wednesday night that it hoped to begin the privatisation of seven groups within the next month. Among those on the list, Credito Italiano rose L130 to L2,511, BCI by L163 to L5,098 and Stet by L70 to L3,610.

ZURICH moved on an early and unexpected domestic rate cut, with good buying of banking stocks; but it saw a wave of profit-taking later, and no response to the Bundesbank move. The SMI index closed 0.2 lower at 2,376.0.

Union Bank rose SF111 to SF1,111, while the Buba rate cut, before easing later, however, domestic interest remained concentrated on Fiat, following Wednesday's warning of a L1,000m operating loss in 1993.

Turnover was a firm FF187.7m. Some brokers attributed the bourse's decline to a weaker Matif market, as well as US institutional selling and a slightly weaker franc. However, expectations are that the French authorities will cut domestic rates again on Monday.

The market might also have given some thought to trade data released yesterday: while PARIS, too, enjoyed an initial early boost following news from Germany, with the CAC-40 index rising to a day's high of 1,994, before falling back sharply to close down 11.72 at 1,980.15.

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THE CONC index ended down 1.37 at 1,847.75. Fiat fixed down SF1,111, while the Buba rate cut, before easing later, however, domestic interest remained concentrated on Fiat, following Wednesday's warning of a L1,000m operating loss in 1993.

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MILAN performed strongly following the Buba rate cut, before easing later. However, domestic interest remained concentrated on Fiat, following Wednesday's warning of a L1,000m operating loss in 1993.

MADRID waited for Buba, then rose and fell to close with the general index just 0.47 higher at 2,613.75. Turnover was healthy at FF19.6m.

BRUSSELS, bullish already, took the day's news as an excuse to hit a second consecutive all-time high, the Bel-20 index closing 12.83, or 1 per cent higher at 1,292.36. This was the Bel-20's 19th higher close in succession.

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## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY JUNE 30 1993										TUESDAY JUNE 29 1993										DOLLAR INDEX									
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Green Disc. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1993 High	1993 Low	Year ago (per cent)														
Australia (68)	151.71	+0.2	180.75	88.88	116.72	151.97	+1.1	3.80	131.38	128.49	88.93	115.55	130.51	144.19	117.39	146.86														
Austria (70)	146.72	+0.5	145.65	88.00	130.02	129.64	+1.0	1.29	148.15	147.15	1.29	129.59	150.98	151.18	173.57	146.86														
Belgium (42)	127.64	-0.4	126.91	86.26	113.28	127.02	+0.2	2.84	128.31	126.48	88.96	118.97	130.38	111.41	126.71	127.64														
Canada (108)	218.25	-0.2	216.65	147.28	183.84	194.65	+0.5	1.16	218.51	215.69	148.13	192.45	193.98	225.84	185.11	243.93														
Finland (23)	93.37	+2.4	92.68	63.00	92.74	93.17	+1.7	1.17	91.19	90.85	61.73	80.21	108.75	100.92	65.50	78.04														
France (62)	153.92	-0.1	152.20	102.40	135.84	138.17	+0.6	3.27	154.41	152.27	104.53	135.69	138.12	167.35	142.72	163.28														
Germany (62)	152.18	+1.2	151																											